



Mississauga Public Library Board Meeting

Wednesday, September 18, 2019 | 5:30 - 7:30 p.m.
[Streetsville Library](#) | 112 Queen St. South, L5M 1K8

Board Members

Margot Almond
Councillor John Kovac
Councillor Matt Mahoney
Priscilla Mak
Antonio Maraschiello
Wahab Mirjan
Laura Naismith
Val Otori
Carol Williams

Secretary/Treasurer/CEO

Lori Kelly
Director, Library

Leadership Team

Sue Coles
Manager, Facilities & Operations
Mike Menary
Manager, Planning, Development and Analysis
Laura Reed
Manager, Central Library & Community Development
Jennifer Stirling
Manager, Digital Library Services & Collections

The Library Board's Ends Are:

- We know and engage with our community
- We work to recognize the Library as a key learning institution
- We provide inspiring, welcoming and creative spaces
- We deliver service with multi-talented people changing lives
- We provide access to many resources in many ways

Agenda

Item No.	Item Description	Time Allotted
1.0	Call to order: Welcomes & Land Acknowledgement Statement	5:30-5:31
1.1	Excused Absences <i>(Motion required to excuse absences)</i>	5:31-5:33
1.2	Approval of Agenda <i>(Motion required to approve agenda)</i>	5:33-5:35
1.3	Declaration of Conflict of Interest	
1.4	Delegations 1.4a Bill 108 (More Homes, More Choice Act 2019) - -Susan Cunningham, Manager, Development Financing & Reserve Management -Elizabeth McGee, Manager, Financial Strategies	5:35-6:00
2.0	Consent Agenda - <i>(Motion required to approve consent agenda)</i> <i>(All items listed under the Consent Agenda are considered to be routine and are recommended for approval by the Chair. They may be enacted in one motion or any item may be discussed if a member so requests.)</i>	6:00-6:05
2.1	Minutes of the Regular Meeting on June 19, 2019	
2.2	Minutes of the In Camera Meeting on June 19, 2019	
2.3	CEO Report	
2.4	2 nd Qtr Financial Review	
2.5	Canadian Anti-Spam Legislation (CASL) Policy Update	
3.0	CEO Report (see consent agenda)	
4.0	Policy Review	6:05-6:15
4.1	Review of Executive Limitations Policies	
4.2	Review of Board-CEO Linkage Policies	
5.0	Executive Limitations/Internal Monitoring Reports	
5.1	KPI Update (Multi-Talented People Changing Lives)	6:15-6:25
5.2	Utilization Report	6:25-6:35
6.0	Ends	
6.1	Quarterly Ends Report	6:35-6:50
7.0	Governance	6:50-7:00
7.1	Review of Work Plan	
7.2	Upcoming Meetings/Events/Chair Rotation	
8.0	Ownership Linkage	
9.0	Board Advocacy ULC/CULC Statement	

10.0	Board Development	
11.0 11.1	Other Business Action Log Review	7:00-7:05
12.0 12.1	In Camera Agenda Pursuant to Ontario Public Library Act Sections (4) (d) labour relations or employee negotiations	7:05-7:15
13.0	Board Self-Evaluation - C. Williams to lead self-evaluation- Prepared for the meeting...time spent appropriately on Ends...full participation...courteous treatment of others...adherence to Rules of Order...emphasis on the future.	7:15-7:20
14.0	Adjournment <i>(Motion required to adjourn)</i>	
	TOTAL TIME	110 minutes



DATE: September 18, 2019
TO: Mississauga Public Library Board
FROM: Lori Kelly, Director, Library
SUBJECT: **Consent Agenda**

RECOMMENDATION: That the Consent Agenda comprising of Agenda 2.0 to 2.5 are hereby approved as written and the CEO of the Library is hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained:

2.0 **Consent Agenda**

- 2.1 Minutes of the Regular Meeting on June 19, 2019
- 2.2 Minutes of the In Camera Meeting on June 19, 2019
- 2.3 CEO Report
- 2.4 2nd Qtr Financial Review
- 2.5 Canadian Anti-Spam Legislation (CASL) Policy Update

Lori Kelly
Director, Library



**MISSISSAUGA PUBLIC LIBRARY BOARD
Regular Meeting**

**Minutes of the meeting held on Wednesday, June 19, 2019 at 5:30 p.m.,
Mississauga Central Library, 301 Burnhamthorpe Road West, Mississauga, On**

Present: Margot Almond
Councillor John Kovac
Councillor Matt Mahoney
Priscilla Mak
Antonio Maraschiello
Wahab Mirjan
Laura Naismith
Val Otori
Carol Williams

Absent:

Staff Present: Lori, Kelly, Director, Library
Jennifer Stirling, Manager, Library Digital Services & Collections
Laura Reed, Manager, Central Library & Community Development
Sue Coles, Manager, Facilities & Operations
Fawzia Raja, Business Consultant

Minutes Recorded: Anne Marie Solleza

1.0 Call to Order/Excused Absences

Laura Naismith, Acting Chair called the meeting to order at 5:30pm.

1.1 Excused Absences

All members were present.

1.2 Approval of Agenda

50:19 Resolved that the that the agenda be approved as presented.

Moved by A. Maraschiello

Seconded by P. Mak

Carried

1.3 Declaration of Conflict of Interest

There were no conflicts of interest declared.

1.4 Delegations

A. Smart Cities – Shawn Slack, Director, Information Technology

S. Slack presented the Board with highlights of the SMRTCTY Master Plan which provides a framework for how the City of Mississauga will approach digital projects, engage with the public and look at digital transformation. This plan was developed with extensive input from the public, local organizations and industry. It will continue in this collaborative spirit with the launch of the SMRTCTY, which will provide ongoing initiatives, public engagement, and thought leadership around digital modernization and smart city technologies. A complete copy of the plan can be found at <https://smartcity.mississauga.ca/>

B. Central Library Tour

At this point, the Board went on a tour of Central Library led by L. Kelly, L. Reed, S. Coles and J. Stirling.

2.0 Consent Agenda

51:19 Resolved that the CEO Report be pulled out of the Consent Agenda and that the amended Consent Agenda be approved and the CEO of the Library hereby authorized and directed to take such action that may be necessary to give effect to the recommendations as therein contained.

Moved by V. Otori

Seconded by M. Almond

Carried

3.0 CEO Report

Highlights of the CEO report include the following:

- Regional Governance Review
- Southern Ontario Library Service
- One eRead Canada
- Opening of Port Credit Pollinator Garden
- 2020 Business Plan and Budget
- Staff Development

52:19 Resolved that the report entitled CEO Report dated June 10, 2019 be received.

Moved by V. Otori

Seconded by A. Maraschiello

Carried

4.0 Policy Review

4.1 Customer Use Policy

The Customer Use Policy needed updating to allow for the addition of a virtual library card as well as to reflect other changes in services across the system; specifically changes to computer use and the adoption of the actual item replacement cost for lost materials, instead of a standard replacement cost for items added to the collection after 2018.

53.19 Resolved that the report entitled Implementation of a Virtual Library Card and related Customer Use Policy Changes by the Director, Library dated June 7, 2019 be approved as follows:

- 1) That the Board approve the implementation of a virtual library card**
- 2) That the Board approve the updated Customer Use Policy to allow for the addition of a virtual library card as well as to reflect other changes in services across the system; specifically changes to computer use and the adoption of the actual item replacement cost for lost materials, instead of a standard replacement cost for items added to the collection after 2018.**

Moved by C. Willimas

Seconded by A. Maraschiello

Carried

5.0 Executive Limitations/Internal Monitoring Reports

5.1 Key Performance Indicator(KPI) – Inspiring, Welcoming and Creative Spaces

The KPI Report on Inspiring, Welcoming and Creative Spaces is one of eight KPI reports provided to the Board annually. The Library has been able to expand offerings for inspiring, welcoming and creative spaces by responding to customer demands, looking at the offerings of comparators, and developing business cases for facility investments that respond to the needs of staff and customers. The expectation is that foot traffic at the Library will grow in correlation to the investment made in the Library as well as the diversity and inclusivity of the programs and offerings provided.

54:19 Resolved that the recommendations in the report entitled Key Performance Indicator Report by the Director, Library dated June 19, 2019 be approved as follows:

- 1. That the report entitled “*KPI Report – Inspiring, Welcoming and Creative Places*” dated June 19, 2019 from the Director, Library be received.**

2. That the Board approves future KPI Reports for Inspiring, Welcoming and Creative Places to include reporting on facility investments, foot traffic, Open Window Hub, accessible and assistive workstations, and diversity and inclusion training.

Moved by M. Almond
Seconded by W. Mirjan
Carried

6.0 Ends

6.1 Quarterly Ends Report

This report provides the Board with an update on the progress on Board Ends for the 2018-2022 term which it approved in April 2019. These objectives remain consistent with Future Directions and Community Services Department initiatives. The objectives serve both customers and staff in advancing the Library's Mission to provide services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

At the Board's recommendation, the CEO will look into weaving in the Legacy Document recommendations into the Quarterly Ends report.

55:19 Resolved that the report entitled Library Board Ends-Second Quarter Review dated June 10, 2019 be received.

Moved by P. Mak
Seconded by W. Mirjan
Carried

7.0 Governance

7.1 Review of Workplan

There were no changes made to the workplan.

7.2 Upcoming Meetings/Events/Chair Rotation

The CEO reminded the Board about the Three Communities, One Book Event on June 22nd and asked for a volunteer to join her in representing Mississauga Library.

8.0 Ownership Linkage

There were no items for discussion.

9.0 Board Advocacy

There were no items for discussion.

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Wednesday, June 19, 2019

10.0 Board Development

The CEO encouraged the Board to register for the SOLS Governance Hub newsletter.

11.0 Other Business

11.1 Action Log Review

Board members committed to sending recommendations for books, movies and music to be included in a Board "recommended list" to share with customers (similar to Summer Reading list).

12.0 In Camera Agenda

Pursuant to Ontario Public Library Act Sections

(4) (d) labour relations and employee negotiations

Bargaining Update

56:19 Resolved that the Board go into closed session at 7:15pm.

Moved by Councillor M. Mahoney

Seconded by A. Maraschiello

Carried

13.0 Board Self-Evaluation

Councillor M. Mahoney led the self-evaluation. He thanked L. Naismith for chairing to the meeting and keeping everyone on task despite the distraction from Celebration Square. He appreciated staff for carrying out the Central Library tour expeditiously. Overall he felt it was great meeting where everyone fully participated and obeyed the rules. He wished everyone a great summer.

14.0 Adjournment

58:19 Resolved that the meeting adjourn at 7:35pm

Moved by V. Oori

Seconded by M. Almond

Carried

NEXT MEETING

The next Library Board meeting will be on September 18, 2019 at Streetsville Library.

Secretary/Treasurer

Chair



Briefing Note

To:	Mississauga Library Board
From:	Lori Kelly, Director, Library
Date:	September 9, 2019
Subject:	CEO Report – September 2019

BACKGROUND

The following report demonstrates compliance with Item 2 of policy A-1.

Inform the Board of relevant trends, significant changes in provincial or municipal policies, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.

GOVERNMENT UPDATES

Investing in Canada Infrastructure Program

On September 3, 2019 a joint announcement from the Province and federal government was made welcoming applications to the Investing in Canada Infrastructure Program (ICIP). This is a \$30-billion, 10-year infrastructure program cost-shared between federal, provincial and municipal governments. Ontario's share per project will be up to 33.33% or about \$10.2 billion spread across four streams:

- Rural and Northern communities;
- Public transit;
- Community, Culture and Recreation; and
- Green

Approximately \$407 million in federal funding and \$320 million in provincial funding will be available through the Community, Culture and Recreation stream over 10 years.

Funding priority will be given to projects that are community-oriented, non-commercial and open to the public. Additional consideration will be given to projects that focus on vulnerable

populations. For funding consideration, projects must also align with the following provincial objectives:

1. Meets community and user needs or service gap;
2. Promotes good asset management planning;
3. Represents good value for money; and
4. Fosters greater accessibility

Applications to the first intake will be accepted online until November 12, 2019. A second intake is anticipated in 2021.

The 2019 intake includes two categories of funding:

- Multi-Purpose: this category focuses on the principle of integrated service delivery to address identified service gaps. The individual project cap will generally be \$50 million in total project cost, but exceptions may be made. Eligible projects consist of new build / construction projects, large scale renovation and expansion of existing facilities.
- Rehabilitation and Renovation: this category focuses on maximizing the funding impact of small-scale projects that would improve the condition of existing facilities. The individual project cap is \$5 million in total project cost. Eligible projects consist of renovation and rehabilitations to address functionality and use of existing facilities, small-scale improvements to address accessibility and small new build / construction projects.

Projects must be substantially completed by March 31, 2027. The Province is anticipating extremely high demand for funding under this program. A review of the Mississauga Library System's (Library) capital program will determine the options for funding. Once this list has been completed, and combined with options from other Divisions in the Community Services Department, the Mississauga Public Library Board (Board) will be informed and final proposals will be presented to Council for approval.

ORGANIZATIONAL CHANGES

There are no organizational changes to note at this time.

SYSTEM HIGHLIGHTS

Please see the attached Organizational Highlights Report for a summary of library activities from April to August of 2018.

Advocacy Partnership between the Canadian Urban Libraries Council (CULC) and the Urban Libraries Council (ULC)

In August, CULC and ULC formed a joint task force to align their work around eBook advocacy and create one clear voice across North America on this important issue. This advocacy work is becoming increasingly important as there have been significant changes in pricing and availability models for eBooks with the “Big Five” publishers over the summer. The work will focus on communications, strategic outreach and developing clear data to refute the assertions put forward by the publishers. A press conference is being held by the American Library Association to stand against MacMillan Publishers’ model on September 11, 2019. The CULC federal government advocacy work is continuing with the next phase of the campaign, targeting Federal election candidates, set to start in mid-September. Mississauga continues to be a leader in advocacy and the Board will continue to play an active role as the campaign progresses.

Release of Request for Expression of Interest for Library Technology

At its meeting on January 17, 2018 the Board endorsed in principle, the concept of exploring partnership, sponsorship and donation opportunities through a Request for Expression of Interest (RFEI) process. This initiative aligns with the [Future Directions Master Plan](#) as well as the [Smart City](#) Master Plan in its aim to make the Library known for new technology integration and application, prioritizing the matching of technology offerings to comparator libraries, and responding to customer needs. To help offset the cost of this expansion and to support integrated technology development with local technology companies, a public RFEI was released on September 9, 2019. The goal of the RFEI is to formally identify proponents that are interested in working with the Library to provide sponsorship and/or donations of state-of-the-art studios and booths, makerspace technology, hardware, software and specialized expertise to be deployed in the Library. In order to target key organizations, a list of 125 potential partners has been developed in conjunction with the Economic Development Office and Information Technology. A simple, flexible submission process was developed with Sponsorship, Materiel Management and Legal Services. An information session for proponents will be held in the Council Chambers on September 27, 2019. The RFEI closes on October 31, 2019.

A special thank you to Jennifer Stirling, Manager Digital Library Service and Collections for her leadership and direction on this significant and innovative initiative.

T.L. Kennedy (Cooksville Library) Joint Study

The purpose of the Cooksville Joint Study between the City of Mississauga (City) and the Peel District School Board (PDSB) is to explore the opportunity to develop a community centre, library, cultural space, park and secondary school on the site of T.L Kennedy Secondary School and Sgt. David Yakichuk Park. The joint study is comprised of three main components: research

report, stakeholder and public consultation, and outcomes, which includes schematic design options, shared-use operating and capital model, and shared funding strategy. The research report will include an assessment of Cooksville residents' library needs, utilization review of the existing Cooksville Library and a review of 2016 Vision Cooksville and the Future Directions Master Plan, which includes the recommendation for a more visible and expanded library space of 16,000 sq.ft. Sue Coles, Manager Facilities and Operations and Lina van Velzen, Manager Cooksville and Port Credit libraries are included in the joint study working group.

The Request for Proposal for consultants to lead the joint study closed on Tuesday, May 7, 2019 and CS&P Architects were the successful vendor. A Steering Committee kick off meeting, attended by the Directors from Culture, Library, Recreation and the PDSB, was held on August 7 with the consultants. A staff visioning session is scheduled for Friday, September 13, 2019. It is anticipated that the study will be completed by June 2020. A comprehensive work plan, including milestone dates for the Board and community engagement, is being prepared by the consultants. Details on the project plan will be shared with the Board as they become available.

Bridge Survey

Toronto Public Library with funding from the Ministry of Tourism, Culture and Sport, is leading an initiative called BRIDGE that the Library is currently participating in. It is an initiative to support libraries in building measures and understanding the effectiveness of their technology resources. The purpose of this initiative is to provide a way for libraries to give evidence to the value and impact of their investment in technology. Through data collection, surveys (including customer surveys and staff readiness surveys), as well as peer to peer comparisons the Library will have an opportunity to measure outputs, benchmark technology service levels against other Ontario public libraries, understand how prepared frontline staff are to support technology services and identify priorities for technology service based on evidence.

The first staff survey was available from February 4 – 18, 2019 and the customer survey was available from March 4 – 18, 2019. The second staff survey was available to staff from August 19 - September 7, 2019 and will be available to customers from September 9 – 29, 2019. The public survey appears as the homepage on all public workstations and the login screen for Wireless Mississauga has a link to the survey, increasing the chances of participation from customers with their own laptops and devices. A digital marketing campaign will be launched including a website banner, screen savers on all computers, social media campaign and digital displays in all locations with digital TVs.

Early analysis from the first survey shows customers in Mississauga use the Library's technology offerings consistent with how customers from other Canadian libraries use technology e.g. who they use technology for in the Library (themselves or someone else), comfort with technology and reason for accessing Library technology. There is one exception; customers in Mississauga use technology more for improving resume building skills and less for accessing job boards compared to other library users. The results of the survey will be provided to the Board through the monthly Key Performance Indicator reports, as appropriate.

Employee Engagement Survey Action Plans

On December 17, 2018 the results from the October 2018 Employee Engagement Survey were received by the Director. The Library had an excellent participation rate of 87.1% of employees, both full time and part time, completing the survey. This represents an increase from the 2015 participation rate of 81.9%. The Library's overall engagement level rose from 67.3% in the last survey (2015) to 69.2%. Debriefing and action planning sessions are now complete and all teams have submitted Action Plans. Items identified in the Action Plans must be completed by December 31, 2019. The following are the top ten drivers that are the focus of the Action Plans across all teams:

- Communication;
- Impact of Job on Personal Life;
- Physical Workplace Safety;
- Satisfaction with Physical Workplace;
- Workload Distribution;
- Workload Manageability;
- Coworker Cooperation;
- Respectful and Supportive Work Area;
- Job Clarity; and
- Team Recognition

Staff Appreciation Event

The first of two Staff Appreciation events was held on September 4, 2019 with the second event scheduled for September 18, 2019. In order to accommodate staff scheduling two identical events were held. The event includes lunch, recognition of the Library's long service employees and a presentation by Paul Houle, a speaker and musician who, through the power of music, shares key insights that build communication and collaboration skills; both significant in the Employee Engagement Action Plans for Library teams. The events are well attended with over 330 staff participating.

STAFF DEVELOPMENT

Future Directions: Invest in our People

Under the Strategic Priority "Invest in our People", the Future Directions Master Plan recommends creating and implementing a learning plan to ensure the skills of all library employees keep pace with literacy, technology, customer, health, safety and wellness as well as leadership demands.

On September 9, 2019 two new learning opportunities were announced; one for Library Assistant 3s; Emergency First Aid, and a second for supervisory staff; Leading Change. Both of these opportunities came as a result of staff feedback from related initiatives in the Library. The training is being offered in October and November as well as into 2020. A plan will also be put in place to offer these on an ongoing basis so they are available to new staff.

A special thank you to staff in Fire and Emergency Services and Human Resources who have generously agreed to provide this training specifically to Library staff.

Lori Kelly
Director, Library

DATE: September 9, 2019

TO: Mississauga Public Library Board

FROM: Lori Kelly, Director, Library

SUBJECT: **Quarterly Organizational Highlights**

BACKGROUND: The quarterly report on organizational highlights is part of the process to ensure compliance with the Executive Limitations Policy A1 intended to keep the Board informed of all important aspects of the Library's operations. It also affords Library staff a regular opportunity to note items and issues of importance for the Board's attention.

WE KNOW AND ENGAGE WITH OUR COMMUNITY

Central Library

- Information Services staff provided a total of 14 Career Tours and Small Business presentations to a total of 235 adult students enrolled in programs with the Newcomer Centre of Peel, Peel Multicultural Council, Duffer-Peel St. Gabriel and Brian J. Fleming Adult Education Centres, ACCES Employment, and Family Services of Peel.
- Central Library hosts the Newcomer Information Centre (NIC) on the 2nd floor, providing Newcomers with referral assistance as well as free Commissioner of Oaths services. In Q2 2019 110 newcomers have availed themselves of NIC's services, and 83 clients required Commissioner of Oaths, which resulted in 322 verified pages.
- Information Services partnered with the British Council to present the session **Prepare better with Road to IELTS** to help test-takers become more familiar with the format of the IELTS test. 40 people attended this popular program.
- Information Services staff arranged a Strawberry Social for Older Adult. Craig Rowland provided Scrabble tips, poet Peter Jailall read from his works, and Roselyn Brown playing the flute. 33 people attended.
- As the Accessibility touchpoint for the Library, Readers' Den staff take every opportunity to demonstrate how the Library is for everyone. On May 16th, Readers' Den staff attended the 2019 Connections Fair at the Living Arts Centre, hosted by the Coalition for Persons with Disabilities. This outreach endeavour was highly successful, yielding:
 - 57 meaningful interactions.
 - 6 new community contacts.
 - 4 prospective new CELA users.
 - 3 inclusive demonstrations for the TD Summer Reading Club, provided to parents of developmentally delayed children who were unaware their children could be included.
 - 3 demonstrations of assistive technology provided to users.

- 2 prospective new partnerships with community groups supporting people with disabilities.
- 1 prospective Homebound user.



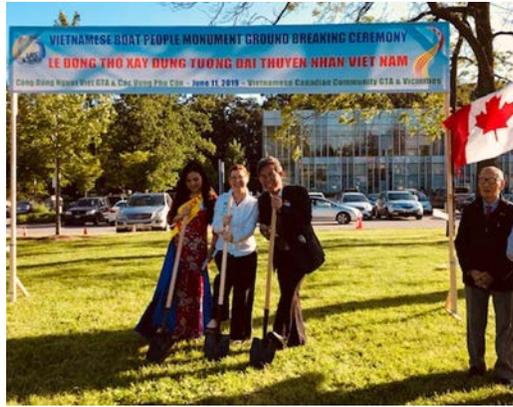
- In partnership with the City of Mississauga’s Culture Division, Readers’ Den staff coordinated 5 programmes during National Poetry Month (April), attracting 210 total attendees.
- Children’s offered the only “Wee Ones” program in the Mississauga Library during the summer of 2019. This program supports early literacy development in children aged birth to 36 months. Staff were committed to offering this program during our busy school-aged-focused summer session because demographically, the community has many young family with small children. This program proved very popular with families and was filled to capacity every week.

Branches

- Malton Library staff continue to work with Malton Neighbourhood Services (MNS) and the Community Centre on developing the grant funded Youth Wellness Hub being created in the MNS offices. Library staff worked with the group to develop terms of reference and create operating and governing committees. The library is represented in the Youth Wellness Hub’s governing and operating committees.
- In celebration of the last Spanish Storytime before the summer break, a piñata was the center of entertainment for children and parents at Mississauga Valley Library. Several families donated candy, small toys and books to share with everyone! Children were very happy to go home with so many treats. Even babies had a chance to hit the piñata - a traditional Mexican and Central American game.



- **Vietnamese Boat People Memorial Association (VBPMA) donation**
The VBPMA had its ground breaking event at Burnhamthorpe Library. The donation of an 8 foot bronze sculpture (on a 4 ½ ft. plinth) will honour refugees who arrived in Canada during the 1970s and 1980s and who lost their lives in their quest for freedom. It will be erected at this location’s entrance. Over 100 people attended the event including Mayor Bonnie Crombie, MP Peter Fonseca, MPP Michael Tibollo. Speeches and a Vietnamese smorgasbord followed in the Library’s program room. Plan for the installation and unveiling are in progress.



- Through the high-stress and busy exam period, made even more present by Courneypark Library functioning as the St. Marcellinus school library as well as a library for other community students, staff set up a “Stress Relief Zone” and stocked it with youth/teen colouring and puzzles. This was well enjoyed and put to use by our student customers.



- Lorne Park Library was busy all summer! 78 people attended Bentastic’s Magic Show. A meet and greet with Mississauga Firefighters was attended by 45 people. The library hosted a Beavers Pack to get information for their Reader’s Badge.
- Clarkson Library was invited to attend Hillside’s Kindergarten Open House last May. It was a great opportunity to connect with young families.
- Sheridan Library continues to engage its many customers. Staff conducts LINC Class Visits with the Polycultural Immigrant and Community Services (PICs). A steady number of young families attend Family Storytime and Stay & Play while adults have taken to a new Film Screening program where they view and discussing films once a month.
- The South Common Community Centre and Library hosted the 2019 Older Adult Expo on June 4, 2019, the first time this City Expo has been held in a facility with a Library. The Expo included free fitness classes, fitness flash mob, product demos, device advice, library services, and detailed information from City of Mississauga services. For its part, Library tables (inside and outside the Library) included: Device Advice, Collaborative Art Project, Special Book Sale, 3D Printing Demos, Robot Demos, Accessibility Information and Demos. The overall event hosted 850 attendees.



- The Meadowvale Library has partnered with the Bridgeway Family Centre to offer spring and summer sessions of Move & Groove.
- Streetsville Library kicked off June with the Bread & Honey festivities and the Customer Appreciation Event. Customers were treated to crafts, face painting, refreshments, an art sale, and lots of fun activities for the whole family.
- The Woodlands Library partners with the Woodlands Secondary School every year for the World of Welcome event, which aims to introduce newcomer students to school services and local community resources. This year we offered an in-house presentation for over 35 attendees, which is one of our biggest groups yet! The students had a lot of questions about everything from eBooks to Maker programs, computer reservations, TAG, and how to volunteer. Since the kids were so engaged, we tried to get as many new cards made for them as we could.
- Staff from Erin Meadows Library represented library at the Erin Mills Connects meetings. Erin Mills Connects is a collaborative of community leaders and parents/guardians whose goal is to increase the well-being of area families. Library staff promoted the variety of library services and programs, with special focus on youth.
- April was volunteer appreciation month and Frank McKechnie Library showed their appreciation in a variety of ways, including treats and this signboard displayed outside of the library.
- The Churchill Meadows Library have participated in open houses at: St Bernard of Clairvaux School, Churchill Meadows Public School, St Faustina Elementary School, and St Edith Stein Elementary School.

System-Wide

- Upgraded computer booking system to ensure service continuity, replacing end of life system with new system (MyPC) in all library locations.
- Participated in standardized technology tests (Bridge, Edge) to obtain benchmarked information on our technology strengths and weaknesses and analyzed results. Results will be used to evaluate technology and training requirements and will be built into planning cycles to support continuous improvement.
- The Mississauga Library, along with more than 300 libraries across the country, participated in the One eRead Canada campaign throughout the month of June. Dawn Dumont's Glass Beads was the selected title. The campaign promoted Dumont's book, raised awareness of fair eBook pricing and availability and helped increase

downloads of our digital collections. Mississauga was the first library to launch on Facebook live and hold an online book discussion. The library promoted this event in a variety of ways – through digital screens and screensavers, web banners, in eNews, through social media, overhead passes on the street and CBC radio interviews. The book was checked out 364 times in June, the eNews story was opened almost 4,000 times, with a social media reach of almost 10,000 and over 21,000 impressions.



- In May, the library launched its first overpass digital ads as part of the City's VHO Digital Billboard Program. The ads were placed on railway passes throughout the city and each ran for 30 days. During that time, each ad ran 4,000-5,000 times and hit impressions in the high millions! The spring and summer ads featured the Central Library Maker Fest, Summer Reading Club, One eRead campaign and the museum and park passes.



- **TD Summer Reading Club (TDSRC)**

The TD Summer Reading Club is Canada’s biggest bilingual summer reading program for kids of all ages, interests and abilities. The club helps kids explore the fun of reading and celebrates Canadian authors, illustrators and stories. This free program is delivered by 2,000 public libraries across Canada to help kids build a lifelong love of reading. Mississauga Library locations offered this program all of July and August with fun learning activities.

Lakeview Library staff hosted their annual Block Party Event to celebrate the kick off to the TD Summer Reading Club. With an enforced rain plan, the event still saw 272 guests and 72 registrations for the Summer Reading Club. Special guests joined us from all different corners of the city to promote community literacy. Guests included Councillor Stephen Dasko, City of Mississauga Environment Department, Animal Services and Enforcement, Corporate Security, Mississauga Senior’s Centre, Mississauga Fire Services, Peel Regional Police, Raptors 905, Mississauga Steelheads, St. John’s Ambulance Pet Therapy, a photo booth with a professional photographer, and many more. There was also a special visit from Wij the Musician. The event was a success and was featured on the front page of Snap’d.



Mississauga Valley Library staff promoted the TD Summer Reading Club and all summer activities to 3 elementary schools (St. Charles Garnier, Thornwood and Canadian Martyrs). A total of 9 presentations and rounds of an interactive ‘cootie-catcher’ game were performed for 885 students from grades 1 to 5. Promotional material was also delivered to St. Peters and Paul School.

- Courtney Park Library staff have expanded the traditional 3 visits for TD Summer Reading format to include a 4th visit option. This provides an extra chance to interact with children and youth and further encourage a love of reading and learning.



- Summer programs at the South Common Library featured a variety of hands-on activities allowing customers to exercise their creativity. One of the TD Summer Reading Club program highlights was the grass head craft. Learning about how plants grow, attendees planted grass seeds in a decorated sock.



- This year's theme for TDSRC is Natural World, interpreted by Clarkson Library as all things sky, and called Up, Up& Away. Library staff decorated with the flight theme with hot air balloons and a Hot Air Balloon photo booth. 160 young people attended the kick-off party.
- The South Common Library has a highly creative staff, who decorated the library based on the TD Summer Reading Club theme for 2019 (Natural World), with a focus on under the sea.



- All Mississauga Valley Library programmers were involved in Special crafts, activities and games for the Junior and Tween TD Summer Club Reading meetings held on Wednesdays. All games and crafts revolved around the TDSRC 2019 theme, The Natural World.

Highlights included

1) Natural World Jeopardy- Teams spin the wheel to score points and put their general knowledge of The Natural World, to the test



2) Canadian Wild animals – Wild Animal Calls and 'Design a raccoon' – newspaper art



3) Rock painting

- 4) Natural Universe – learning about the solar system through play and activities, including Mars relay race & make a globe



- More than 600 children registered as part of the TD Summer Reading Club at Erin Meadows Library. With each report staff engaged with the young customer, asking about the books they read and helping them to develop a love of reading.
- **National Youth Week**
The Library's Program Committee for Youth helped organise and run the National Youth Week events, as part of a city-wide, cross-divisional team, working specifically with MiWay to host the **Amazing Library Race** across the 18 library locations for National Youth Week. The finale held in the Central Library Noel Ryan Auditorium had 17 teams (47 individuals) compete for the top 3 spots. Each team earned points by visiting as many of our 18 library locations as possible. The finale at Central put teams head-to-head in a final challenge to get points through a Mississauga focussed Kahoot quiz.





Pictured, left to right, first place team "Birb", second place team "Zohar", third place team "Dora the Explorer".

Burnhamthorpe Library and the NYCE group (Newcomer Youth Community Engagement) located in the Dixie Bloor Neighbourhood Centre joined Library staff for its first Entertainment Lounge event complete with amazing games, roulette, table tennis and a FIFA19 tournament. Burnhamthorpe Library also facilitated a beauty makeover with Hairstylists and Estheticians from nearby Marca College for the second year in a row. Mini manicures and hairstyles were offered. Event pictures were posted on Instagram.



- Program Development and Training Team coordinated, led and promoted a very successful author visit at Port Credit Library on April 30, featuring death educator Kathy Kortés-Miller (author of **Talking About Death Won't Kill You**) in conversation with Elizabeth Dougherty, palliative care social worker and representative of the 100% Certainty Project committee. **60** people attended this standing-room only event.



RECOGNIZED AS A KEY LEARNING INSTITUTION

Central Library

- Information Services staff, in our ongoing partnership with UTM, hosts the **Lecture Me!** series. The **Lecture Me!** series offers UTM professors the chance to talk about their work with the public. **30** people enjoyed the final spring lecture: Lessons from the Fossil Birds, presented by Professor Sania Hinic-Frlog, which took the audience on a journey through prehistoric times to discover avian evolution.
- In partnership with the Royal Canadian Institute for the Advancement of Science (RCI), Information Services staff hosted Eric Ocelewski who spoke about his history as a Chernobyl survivor and his Canadian healthcare journey for a total of **30** attendees.
- Information Services staff saw the culmination of months of planning with the success of **Science Rendezvous** on May 11th. This annual science festival featured on 3 floors of the library and outside in Celebration Square and attracted an estimate of about 1000 people to the library. There were many happy families participating in science demonstrations put on by the 40 volunteers from Let's Talk Science, and the Science Literacy and Maker Mississauga tables hosted by library staff.



- The department's initiative to build ties with the local Indigenous community continued, with Elder Cat Criger's Indigenous Reading Group again drawing well – this time in discussion of the Idle No More movement. Additionally, The Indigenous Network (formerly the Peel Aboriginal Network) provided a free introduction to Traditional Indigenous Beadwork. Many thanks to Diana and Sarah for fostering the relationships necessary to make this initiative a success.



- The Children’s department hosted the Infant and Child Studies Centre from the University of Toronto at Mississauga. Students from the program were present to share information with parents/caregivers about the research conducted on campus and how children can participate. The Centre reported that exposure at the Library significantly increased community participation in the research studies.
- The Children’s department offered “Kinder Prep” for the first time to help children transition from being home to the school environment. Participants learned the basics about sitting at a desk, being patient and quiet while others were answering questions and participating in school-like activities.

Branches

- Meadowvale, Churchill Meadows, Lakeview and Burnhamthorpe Libraries offered a Bike Safety Program in July. The kid friendly program featured city staff members who discussed cycling safety and provided a hands-on tutorial on how to patch a bike tire in an emergency. Participants were able to practice patching tires with some guidance and were able to take home their own patch kit.



- Malton library provided fun and engaging STEAM programs through the summer reading program including “Mad Science” which was well attended. Children learned about the magic of how the molecules of polyethylene move closer together when a zip-lock bag that is partially filled with water is pierced by sharp pencils or sticks!



- Burnhamthorpe staff love Maker programs and it shows. In the summer months, staff provided a wide variety of Maker programs including:
 - Teen Sewing event where teens sewed a lined satchel

- Green Screen Photography
- Snap Circuits program
- Dash Robots were featured and fully explored

LEGO continues to be popular with staff offering 15 LEGO programs. This included a special STEAM balloon powered cars for tweens.



Other Tween Maker programs offered included Exploring bridges & structures, Introduction to Snap Circuits: Basic, Sound, Light, Arcade. Interest in 3D printing remains strong and 10 introductory lessons were offered at Burnhamthorpe. Participants left with a certificate and ideas for Burnhamthorpe's 3D printer.

- To address the Maker needs of our community, Lorne Park Library increased the types of Maker programs and number of programs they offer to 20 programs, which includes 3D Tinkercad, Dash and Dot, Lego Robotics, Keva, Sphero, Tween Coding, Origami, Tween Circuits, and Lego Club.
- A senior citizen who participates in the Computer Buddies program at the Woodlands Library thanked us for the service. The senior in question felt very intimidated by technology, and felt that no one in her life had patience to assist her with getting comfortable with it. She was so grateful that the library never judged her, never hurried her, and was willing to work with her until she felt positive about her progress and the skills she'd learned — skills she felt no one else could have helped her develop.
- Clarkson Library staff attended Clarkson High School's Open House for new students to let students know that the library is nearby and staff are available and ready to help them with searching for papers, information and other useful resources that the library offers.
- The first Tween Coding Club was offered for 6 weeks at Sheridan Library. Participants learned the basics of coding through games like Codecombat and Hour of Code.
- The Meadowvale Library has partnered with Polycultural Immigrant & Community Services to conduct a spring session of Conversation Circle for adults and with Big Brothers Big Sisters of Peel for a Youth Conversation Circle during the spring and summer programming sessions. The Centre for Education and Training conducted One-on-one resume help sessions.
- Streetsville Library partnered with a Grade 5 class from Vista Heights for a week of experiential learning where every day a different topic was covered and explored with hands on exercises that involved the library, its

resources, and the community it is in. Staff prepared “classes” and students were given tasks and homework relating to the world outside of school. These lessons included history, budgets, geography and mapping, as well as insight into what makes the library run.

- In partnership with Peel Multicultural Council, Erin Meadows Library hosted a 4 day Job Search Workshop that offered pre-employment training to newcomers. It assisted them in gaining knowledge and skills to better understand Job search strategies, Canadian employers' perspectives, to develop job search tools such as resumes, and interview skills, how to use LinkedIn to network and get connected with employers and learn next steps relating to the job search process in a computerized environment.
- Last May, the senior librarian at Frank McKechnie Library delighted a group of grade ones from Barondale School who then posted their visit on Twitter:



System-Wide

- Revitalized catalogue and improved booklists for enhanced customer experience. Increased integration of catalogue features on the new website homepage.
- Revised and updated Customer Use Policy in alignment with Privacy Impact Assessment for Virtual online accounts which will be released in 4Q2019.
- Added enhanced 3D printers at Central, Sheridan and Courtneypark for advanced customer design and educational opportunity.
- This year marked the 25th year of our Grade 4 Read to Succeed program at ML. It remains very popular across both school boards (PDSB and DPCDSB) in Peel. We had 81 (out of 160) elementary schools participate (compared with 63 from last year) and 171 classes participated.

The celebratory finale event on June 7 was a great success and a spectacular day! We hosted over 550 students and their teachers, parents, library staff (present and past) and the energy and enthusiasm on the square was truly awe-inspiring!



- The United Nations has declared 2019 the International Year of Indigenous Languages (IY2019) to raise awareness of the crucial role languages play in people's daily lives. To commemorate the event, the Library, in partnership with The Canadian Language Museum, hosted Indigenous Language exhibits at the following library locations: Central, Meadowvale, Erin Meadows, McKechnie and Mississauga Valley.



INSPIRING, WELCOMING AND CREATIVE SPACES

Central Library

- Information Services staff ran two Bad Art nights that were attended by 30 people. Youth and adults of all ages got to socialize and create high creativity low skill art.
- Readers' Den staff created a list of titles, based on specified criteria, that would be suitable for LGBTQ book clubs across the Library system. This list was provided to the Selection, and Newcomer & Inclusion teams for system-wide coordination.
- To further boost the Library's profile as a place for everyone, on June 6th, Readers' Den staff partnered with representatives from the City of Mississauga and the CNIB to prepare and host an information and demonstration booth in the Library Atrium (as part of National AccessAbility Week). Staff represented CNRD offerings (assistive services and technology, Books to Go, Homebound, etc.), and demonstrated the Library hardware and software available to assist people with unique needs. The CNIB introduced Library staff and users to BlindSquare, an outdoor and indoor navigational assistant for users with impaired vision.



- Exam time always sees a significant increase in users, with students descending upon the Library en masse to study for their finals. To help alleviate the tension, Readers' Den staff contacted Toby (and handler Nancy) from St. John Ambulance's Therapy Dogs program. Nancy and Toby toured Central Library, helping students relax and focus during exam season. Toby provided welcome relief to 127 stressed-out users!



- To support the Library website, as well as City marketing and publicity, Readers' Den staff researched and authored a reading list for the 2019 Pride celebrations. Additionally, staff produced lists for Adult and Youth summer reads, as well as a list of recommended summer-themed films. Readers' Den staff, along with the department's Teen Advisory Group, planned and conducted a Celebrate Pride event, which was full to capacity.

Branches

- Library staff met with the Malton community centre manager, the Malton resident security guard, and a security training supervisor to develop a cooperative strategy to address code of conduct violations in the library and community centre as a team.
- During Easter weekend a very popular rock painting program took place at the Mississauga Valley Library. It was sold out with 25 participants.



- Burnhamthorpe staff celebrated Senior's Month in Mississauga by hosting a Senior's Strawberry Social event in June – a long-standing tradition for this location. At this time, staff promoted a wide range of activities including Readers' Advisory, one-on-one eBook assistance, and promotion of different collections.
- By removing a quite old plastic play house that had been donated many years ago and was showing its age through damage, and no longer keeping clean, the Courtneypark Library children's area was opened up allowing the natural light to come in making a much more welcoming space. The larger open area also allows for greater programming possibilities in the area.



- A Lakeview Library staff member coordinated with St. John Ambulance for 3 Saturdays of PAWS 4 Stories in April. Appx 10 children took part in the three week literacy activity and practiced reading in a safe and judgement-free environment with some furry friends



- Lakeview Staff worked on switching the locations of the adult DVDs and Large Print collections. The switch created more space for our over flowing DVD collection and allowed for staff to unload a truck of 'overflow' items. This created a space that is more navigable for customers and leads to fewer missing items. Moving the Large

Print allows for greater visibility through more displays and less bending down for our customers using that collection.

- In honor of Harry Potter's birthday Streetsville held a giant party with over 100 attendees celebrating the auspicious occasion which featured an escape room, potions class, quidditch game, and a slew of other themed stations and activities.
- The Meadowvale Library conducts a variety of maker programs for all ages. Programs included: 3D design with Tinkercad, 3D printing orientations, the spring session of the adult Maker club, Quilling, Painting, Papercraft, spring and summer sessions of the Lego Club, Recycled crafts, Tween Maker Club, Tween Coding Club, Tween Circuits, Tween Scene programs, Tween 3D design with Tinkercad, Maker Petting Zoo, Stop Motion, summer session of Tween STEAM, Teen Python Coding, Stories and crafts, Stitch and Sew, and Green screen filmmaking.
- The South Common Library acquired new shelving for the Favourite Friends picture book and easy reader collection, which allows young children to quickly find books to read about their favourite characters. The children's space received more comfortable children's chairs and has added puzzles and wooden toys for its tables to help emphasize that it is a good place for families to come and play, read, and learn.
- New soft loungers were added to the children's area at Erin Meadows Library along with a couple of 'monster' seats that are wonderfully colourful and creative. In addition, a couple of play funhouse mirrors were installed to the delight of the kids.
- 29 people attended the book talk by local author, Asif Anwar (author of the Storm) on August 22. It was held in the lounge area of the Frank McKechnie Library by the fireplace and even those not planning to attend were drawn in and stayed to ask questions.
- Churchill Meadows Library staff participated in the 20 minute outdoor clean-up. A sign explaining the history of the Sparling house window, which is part of the glass display at the Churchill Meadows Library, was installed by Heritage Mississauga.

COMMUNITY GARDENS

- Through a partnership with EcoSource, Woodlands Secondary School, and a local carpenter, the Woodlands Library has introduced an organic community garden. There are two pollinator patches as well as four accessible planter-beds (two at child-height, and two at waist-height so seniors do not need to bend down to work in the bed). Partnerships have been established with local food banks and community groups to help with the vegetables produced, as well as with maintaining the garden. The library has received a lot of positive feedback, including one customer who took a picture of staff working in the garden and then tweeted it to the mayor!



- In partnership with EcoSource and Dixie Bloor Neighbourhood Centre (DBNC), the Burnhamthorpe staff participated in this year's Community Garden launch. The initiative is a collaborative effort with the DBNC, EcoSource, and the Library. Library staff provide workshops and information on gardening, healthy eating and the value of local produce. The Library provided coffee and refreshments in the program room for the event.



In July, Burnhamthorpe staff hosted a Family Gardening workshop in conjunction with EcoSource. This inspiring program empowered community members of the benefits and joys of gardening. The two raised beds at Burnhamthorpe were highlighted.



System-Wide

- Visited all 18 libraries in “IT Health Check Up” with IT staff to identify and improve staff and public technology needs.
- Collaborated with City Digital Team and Social Engagement to provide ILS booklists for new website home page.
- Completed project to integrate makerspace equipment into ILS to facilitate improved usage statistics and program planning and development.
- “*The library is here. And wherever you go*” banners were added at Central Library to help promote the library from the outside.
- The Maker Program Committee hosted Mississauga Library’s inaugural Maker Fest! on May 25 at Central Library, showcasing local makers. Foot traffic that day increased by approximately 1,750 (from an average 2100 visitors on a Saturday to 3,861). 586 attendees participated in maker programs, notably 148 for the Mad Science shows, 289 for the Maker Open House and, 60 in the STEAM-them Family Storytime! Another big attraction was the Inverse Paradox “FRC Team”, whose robot greeted visitors at the entrance. Maker exhibitors showed off their creativity and enjoyed the opportunity meet the curious and the creative alike. Positive comments were received from visitors, exhibitors, staff and volunteers.



Inverse Paradox



RoboThink Lab



Maker Exhibitor: Roses Without Thorns

- Program Development and Training Team worked with Culture to provide Poetry Month programs across the library for April. The final event held in the Central library Noel Ryan Auditorium had 20 talented youth poets face off for a prize. The program was fully registered and had 180 attendees.

MULTI-TALENTED PEOPLE CHANGING LIVES

Central Library

- A Homebound user, expressing her appreciation:
“I really appreciate it and what you do and I really enjoy your selections for me, they are perfect.”
- Information Services staff partnered with Mississauga Business Enterprise Centre (MBEC) to co-present **Ten Steps to Starting Your Own Small Business** to 32 attendees.
- Information Service staff hosted a special career tour/library tour/MBEC overview for a group of 30 from Family Services of Peel.
- A new CELA(Centre for Equitable Library Access) eBook user, a couple weeks after receiving an accessibility consultation: “I find the DAISY player easier to use than what I first thought. I’m loving it!!!”

Branches

- South Common Library volunteer, Khushi, was featured on Instagram during Volunteer Month in April: "I enjoy volunteering at the library because it makes me feel enthusiastic to help kids read, especially when they're very eager to learn. It is a tremendously peaceful and delightful environment." - Khushi
#NationalVolunteerWeek #southcommonlibrary #mississaugalibrary #mississauga #library



- Malton Library staff have built a strong relationship and rapport with the Malton community and are therefore able to provide support in times of need. Through the Library Outreach worker and Open Window Hub, the branch has a small supply of essentials that staff can provide to customers in need. For example, staff were able to provide a Presto card to a customer who was trying to get work but couldn't afford the fee to get to interviews. Staff also provided a hygiene kit to a customer who is looking for but hasn't yet found a residence.
- Staff from Mississauga Valley Library attended Music Makers training at Cooksville Library. They received an introduction on how to use the Glockenspiel, a musical instrument similar to the xylophone and run a music program at the branch.
- Courtenypark Library staff engaged a customer to try to help find a way to be compliant with library rules while meeting his needs. The customer needed to follow up on a police report that had been causing him stress but he didn't have his own phone. Hearing this, staff told the customer about the services at the Open Window Hub at Central Library. Staff also called the Library Outreach worker. He met with the customer, helped him complete paperwork and assisted in the follow up with the police report. This is truly the kind of life changing and potentially life saving service that make our library branch and system such an asset to our community.
- Lakeview staff hosted a "Super Hero Training" program featuring Wonder Woman. Wonder Woman flew in to Lakeview right on time to read to a group of 20 fans the origins of the Wonder Woman story, what it takes to be generous, strong, and brave, and take part in an active super hero 'boot camp.'



- During a Wee One's program, a customer mentioned that she drives from Toronto to attend the program. She also mentioned that she had attended an expensive baby program downtown and found that Clarkson Library's free Wee Ones program was much better in content, interaction, book selection, music selection etc.
- Streetsville Library rolled out the red carpet (literally) for a morning Preschool Prom. Participants were treated to games, dancing, crown making, and a ton of fun in their finest formal attire.
- The Woodlands Library capitalized on the talents of one of its staff who is proficient with the guitar. She ran an "Introduction to Guitars" program for ages 9-12 yrs, and rented quarter-sized guitars from our local Long & McQuade for the day. Kids learned about the types of guitars, parts of the guitar, reading music, posture, and tuning. The kids practiced about 4 basic guitar chords, and by the end of the program the kids could play a simple song! Parents got to come in at the end to hear what their children had learned. Both parents and kids were very thankful and appreciative that the library offered this unique program!
- Peel Career Assessment Services partnered with the Churchill Meadows Library to offer resume help. Staff at the Churchill Meadows Library offer eLibrary Basics computer assistance and a monthly adult Book Club.

System-Wide

- Hired two new staff to Innovation & Technology team to strengthen operations and project completion.
- Continued professional technology development for Library Information Technology (LIT) by attending SLUGO conference, Digital Odyssey and OverDrive Digipalooza events.
- Strategically evaluated and created Technology Champions project plan to improve branch technical knowledge and support.
- In July the entire Social Engagement team attended the annual Ontario Library Association's Marketing Think Tank. We attended sessions on marketing, social media and web design and connected with library and marketing professionals from around the province
- To celebrate Pride month in June, the Program Development & Training Team coordinated Mississauga Library's very first set of **Family Storytime with Drag Queen** in partnership with East Toronto Drag Queen Storytime. The programs were held at four library locations (Streetsville, Malton, Port Credit, Central) with great turn out (170 attendees) for a wonderful program.

This inclusive program celebrates diversity, breaks gender stereotypes and promotes library as a safe space for everyone. The programs were very well attended and customers shared very positive feedback.



Streetsville Library



Port Credit Library



Malton Library



Central Library

ACCESS TO MANY RESOURCES IN MANY WAYS

Central Library

- Information Services staff have been hosting **MakerMississauga 3D Printing Orientation** courses, helping customers learn about 3D printing. This digital literacy orientation is required if customers wish to submit personal designs for printing. 75 customers passed certification in Q2.
- Readers' Den staff conducted 29 total CELA interactions, including new registrations, DAISY orientations, and responding to questions and special requests.
- Readers' Den staff generated statistics for MLS' collection of DAISY Players and Discs. With time to spare before the DAISY programme's year end (31 July 2019), usage has already increased 87% compared to the previous 12-month span.

Branches

- Mississauga Valley Library celebrated Canada Day throughout July with puzzle fun for all ages.



- Burhamthorpe participated in Maker May, hosting a Saturday afternoon Open House showcasing its MakerSpace. Code-a-pillar races, Dash demonstrations, Ozobots and Sphero mazes were particularly popular.



- Courtenypark Library is pleased however to welcome its new Ultimaker! The Ultimaker arrived just in August and staff have received an orientation and training resources from the other two locations with this newer 3D printing machine. Staff are already planning ways to use this new machine in upcoming programs.



- A Lakeview staff member made an outreach visit to the Mississauga Senior's Centre in May. The staff member brought with them the iPad and eReader to do on the spot tutorials for eBooks and eAudiobooks. The staff member was able to promote the eLearning Basics program as well as the branch's upcoming Senior's Social. Staff were able to connect and promote the Library with approximately 30 residents.
- A Clarkson customer commented that he is eager to have Hotspots at CLK as he thinks they are a great opportunity for the community to have access to the internet!
- A Sheridan staff member assisted a customer with a First Step card so she could have access to the computers while searching for a job. The Staff member then directed them to the Employment Centre down the hall for further help. After about 10 mins the customer came back to personally thank her for her help, smiling ear to ear.
- Woodlands Library is one of the only branches in the system with its own, in-house, sewing machine. Every week customers can book time with the machine to work on personal projects. Customers are free to book the machine to work independently, or they can ask for guidance from a staff member during the booking, and will essentially get a tutorial on its use, and targeted tips for whatever project they are working on. The machine is almost always booked whenever it is available. Woodlands also runs other sewing programs, like Hand Sewing Basics or Sewing Machine Basics, to expand interest in learning this skill.
- Erin Meadows Library hosted staff from the Peel Multicultural Council. The agency provides newcomers with assistance and resources they need to achieve their goals in order to become contributing members in their community. It offers a variety of services including, counseling, financial planning, legal assistance, health and housing advice and English classes. In addition, they offer a wide range of job search workshops and youth programs. A regular Conversation Circle was also held weekly at Erin Meadows Library as well as Survivor English for Seniors program.

- The Churchill Meadows Library offered an Urdu Family Storytime and an author visit by Lina Ismail Al-Habahbeh discussing her book “Sam and his granddad.”

System-Wide

- The new Mississauga Library website launched at the end of June. In July, the new website had over 65,000 unique page views. We are receiving weekly staff and customer feedback on the site and continue to make improvements.
- Program Development and Training Team coordinated another successful round of ‘Learn to Camp’ programs for 15 library locations in partnership with Parks Canada from May/June 2019. The program was well received by both library staff and customers. Program attendees learned to plan and pack for a camping trip, set up a tent, cook outdoors, navigating parks and ensure fire safety. Over 120 people attended.

City of Mississauga
Library Board Report



Date: September 18, 2019

To: Mississauga Public Library Board

From: Lori Kelly, Director, Library

Agenda 2.4

September 18, 2019

Subject

Review of Mid-Year Financial Report

Recommendation

That the report dated September 9, 2019 entitled “*Review of Mid-Year Financial Report*” from the Director, Library be approved.

Background

Financial reports are submitted to the Mississauga Public Library Board (Board) quarterly to provide an overview of the Mississauga Library System’s (Library) financial activity to-date and year-end forecast estimates.

Comments

The 2019 second quarter financial performance is generally consistent with the same period in 2018 and prior years. The Library anticipates being favourable to budget at year end by approximately \$0.6 million.

The main driver is labour which is favourable to budget due to normal labour gapping and the forecast is estimated based on existing vacancies and historical trends. The Floater pilot is underway and is expected to use some of the available gapping budget along with other temporary positions. Current collections performance to budget is lagging but is expected to catch up by year-end when Selectors take advantage of year end and Christmas promotional offerings from publishers as well as the high number of new releases at this time of year. This is consistent with previous years’ collection spending. The timing of invoices from some vendors is also affecting financial performance for collections.

The Provincial operating grant of \$715,000 has not yet been received. This lack of funding explains the lag in grant revenue to budget. The grant should be received in the last quarter of 2019 depending on processing times by the Ministry of Tourism, Culture and Sport. The P. and L. Odette Charitable Foundation donation of \$130,000 has been

received.

The table below details the 2019 operating budget as at June 30, 2019, by major budget category.

2019 Q2 Results to Budget - City of Mississauga Library Services

All dollar figures below have been divided by 1,000 for ease of reading

Q2 Position to 2019 Budget				Year over Year Comparison		
EXPENSES	Actuals July 1st, 2019	Full 2019 Budget	% of Budget Spent	Actuals July 1st, 2019	Actuals July 1st, 2018	%
Labour Costs	\$10,940	\$23,213	47%	\$10,940	\$10,630	103%
Library Materials	\$1,702	\$3,955	43%	\$1,702	\$1,668	102%
Other Operating Expenses	\$1,241	\$2,950	42%	\$1,241	\$1,364	91%
TOTAL EXPENSES	\$13,883	\$30,118	46%	\$13,883	\$13,662	102%

REVENUES	Actuals July 1st, 2019	Full 2019 Budget	% of Budget Achieved	Actuals July 1st, 2019	Actuals July 1st, 2018	%
Fines	\$260	\$408	64%	\$260	\$266	98%
Grants	\$38	\$715	5%	\$38	\$105	36%
Other Revenue	\$322	\$745	43%	\$322	\$359	90%
Municipal Contribution	\$13,264	\$28,250	47%	\$13,264	\$12,933	103%
TOTAL REVENUES	\$13,883	\$30,118	46%	\$13,883	\$13,662	102%

Item Details:

Library Materials: Includes purchase of collection items for public use including all print material, all e-books, databases and other e-resources.

Other Operating includes occupancy, utilities, transportation, equipment and materials and supplies, corporate allocation costs

Other Revenues includes program room rentals, photocopying charges, leases, vending commission and various miscellaneous.

Financial Impact

There is no financial impact as a result of this report.

Conclusion

The Library anticipates meeting its overall budget targets for 2019 and operating approximately \$0.6 million favourable to budget.

Lori Kelly
Director, Library

Prepared by:

Mike Menary, Manager, Planning Development and Analysis

City of Mississauga
Library Board Report



Date: September 11, 2019	Agenda 2.5
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: September 18, 2019

Subject

Canadian Anti-Spam Legislation (CASL) Library Policy

Recommendation

1. That the Mississauga Public Library Board (Board) rescinds the Library’s CASL policy (approved by the Board on September 16, 2015) and acknowledge that the Library will be abiding by the City of Mississauga’s (City’s) CASL Standard Operating Procedure (SOP) effective immediately.

Background

CASL regulates all “Commercial Electronic Messages” (CEM) sent or accessed from a computer in Canada. Legal Services has determined that all electronic communications from City divisions are considered CEM. CASL also regulates a broad range of electronic / online activities including:

- The installation of computer programs;
- Misleading advertising and marketing practices;
- Privacy invasion via your computer; and
- Collecting email addresses without consent (email harvesting).

Public libraries are generally exempt from most of the regulations relating to CEMs. This is a result of the nature of the voluntary, membership-based relationship between the Library and its customers. Examples of Library CEMS are:

- Emails / texts / instant messages (IMs) promoting the Library, its services, or its programs (paid and unpaid);

- Emails / texts / IMs inviting people to Library events, when a commercial activity may take place at that event;
- Emails / texts / IMs seeking donations;
- E-newsletters promoting the Library and/or its services

There are certain areas, including the sending of newsletters, surveys and promotional messaging from which the Library is not exempt and requires express consent from customers. As a result of this, the Board approved a CASL policy at the September 16, 2015 meeting consistent with anti-spam legislation that was introduced by the Federal government at the time. That policy is attached as Appendix 1.

Comments

In 2019, through the Compliance Project and with the help of Legal Services, it was determined that the City has an existing CASL SOP (Appendix 2) that the Library is obligated to comply with. As a result, the current Library policy can be rescinded.

The purpose of the SOP is to ensure staff understand the expectations of CASL when using the City's channels to electronically communicate with customers. The major change between this SOP and the Library policy is that the Manager, Social Engagement (for the Library) would be responsible for reviewing a random sample of electronic communications as opposed to the Library policy which had the Community Development Officer (now Coordinator) conduct an annual audit and report to the Library Board. The SOP provides more concise clarity around expectations of staff and has been reviewed by both the Community Services Standards and Training teams and Legal Services. The Board no longer has to review CASL audits as a result of the Library now complying with the SOP.

The Library is recommending that the Board rescinds the 2015 Library CASL Policy and recognizes the Library's obligation to comply with the City's CASL SOP. Library Board An analysis of the SOP versus the policy shows no detrimental effects on the Library or its customers and brings the Library in line with all other divisions.

Financial Impact

There is no financial impact as a result of this report.

Conclusion

In response to new legislation around anti-spam from the Canadian government, the Board approved a CASL policy at the September 16, 2015 Board Meeting. Through the Compliance Project and with the help of Legal Services, it was determined that the City has a CASL SOP that the Library is obligated to comply with. This report recommends that the Board rescind the Library's CASL policy and acknowledge that the Library will follow the City's CASL SOP effective immediately.

Attachments:

Appendix 1: 2015 Library Canadian Anti-Spam Legislation Policy
Appendix 2: ADM-076 Canadian Anti-Spam Legislation CASL.pdf

Lori Kelly
Director, Library

Prepared by:
Mike Menary, Manager Planning, Development and Analysis



Canadian Anti-Spam Legislation (CASL) Policy

(Approved by the Mississauga Public Library Board on September 16, 2015)

Background

- Canada's Anti-Spam Legislation (CASL) came into force on July 1, 2014. The Mississauga Public Library Board (the Library) complies with CASL and its requirements.
- CASL regulates all "Commercial Electronic Messages" (CEM) sent or accessed from a computer in Canada. City Legal has determined that all electronic communications from the Library are CEM.
- CASL also regulates **broad range** of electronic / online activities including:
 - The installation of computer programs
 - Misleading advertising and marketing practices
 - Privacy invasion via your computer
 - Collecting email addresses without consent (email harvesting)

Purpose

The policy ensures that the Library's use of electronic messages complies with the Government of Canada's new anti-spam legislation. This policy ensures that Library Board members, employees and volunteers understand expectations when using the Library's channels, platforms, connectivity and equipment for sending electronic messages.

This Library policy is a companion to the New Communications Master Plan: Enhancing Public Participation in Mississauga, May 09, 2012

http://www.mississauga.ca/file/COM/Communications_Master_Plan-Executive_Summary.pdf

The City issued its New Communications Master plan providing a framework for the Corporation on how the city can best exchange information with the public; maximize the use of technology and build upon the explosions of social media, new media channels (digital, web, mobile) and align communication protocols with the way citizens prefer to communicate with their local government.

Definitions

1. In this Policy, the following terms have the following meaning:

Canada's Anti-Spam Legislation or CASL means the following Act and Regulations:

a) An Act to promote the efficiency and adaptability of the Canadian economy by regulating certain activities that discourage reliance on electronic means of carrying out commercial activities, and to amend the Canadian Radiotelevision and Telecommunications Commission Act, the Competition Act, the Personal Information Protection and Electronic Documents Act and the Telecommunications Act, S.C. 2010, c. 23 (the "Act");

b) **Electronic Commerce Protection Regulations** (CRTC), SOR/2012- 36; and

c) **Electronic Commerce Protection Regulations** (Industry Canada), SOR/2013-221

Computer Program means data representing instructions or statements that, when executed in a Computer System, causes the Computer System to perform a function. Examples of Computer Programs include, but are not limited to

- a) Software
- b) Applications (apps)
- c) Games
- d) EBooks
- e) Any upgrades or updates to an existing Computer Program
- f) Any other computer code that meets the above description

Computer System means any device that, or a group of interconnected or related devices one or more of which:

- a) Contains Computer Programs or other data
- b) Pursuant to Computer Programs
- c) Performs logic and control
- d) May perform any other function

Examples of a Computer System include, but are not limited to a computer:

- a) a server
- b) a hard drive
- c) a mobile telephone
- d) a tablet

Commercial Electronic Message (CEM) means an electronic message that has as its purpose or one of its purposes to encourage participation in a commercial activity. There does not need to be any expectation of profit, so this includes offering, promoting or marketing a service to a Person.

Examples of CEM

- Emails / texts / IMs promoting the library, its services, or its programs (paid or unpaid)
- Emails / texts / IMs with reminders of late returns / late fees
- Emails / texts / IMs inviting people to library events, when a commercial activity may take place at that event (e.g., a service or product is being sold; sponsors are being promoted etc.)
- Emails / texts / IMs seeking donations;
- E-newsletters promoting the library and/or its services

Electronic Message (EM) means a message sent by electronic means to an Electronic Address, including, but not limited to messages sent by:

- a) email
- b) text message
- c) instant message
- d) direct message through a social media account

An EM does not include messages:

- a) Sent via posted mail
- b) Sent via fax
- c) Communicated via a two-way voice conversation
- d) Communicated via voicemail to a telephone account
- e) Posted or published on a website (but not sent to an Electronic Address)

Electronic Address (EA) means an address used in connection with the transmission of an Electronic Message to:

- a) An email account
- b) An instant messaging account
- c) A telephone account
- d) A social media account
- e) Any similar account

Exemption means an exemption to the requirements of subsections 6(1) and/or 6(2) of CASL, as prescribed in the Act.

Express Consent means the explicit and/or expressed (oral or written) communication by a Person that the Person wishes to receive Ems/CEMs from the Library.

Implied Consent means that there is either an existing relationship with the Library in which a Person is a member/cardholder of the Library; has made a transaction, inquiry or application; has a written contract for the provision of goods or services; has provided volunteer work; or has made a donation to the Library.

General Information

1. The Library sends electronic messages as part of its communications to
 - a) library members
 - b) strategic alliances and partners
 - c) service providers and other business associates
 - d) donors
 - e) community at large
2. The Library uses a variety of communication channels and platforms. The Library uses an opt-in approach based upon a Person's consent to provide an electronic address and to receive messages.
3. The Library requires all of its directors, officers, employees and volunteers, and any other Person who communicates on its behalf, to comply with this Policy.
4. The Library appoints staff members who are responsible for managing the implementation of this Policy. Notwithstanding anything in this Policy, at the Library's sole and absolute discretion, the Library may rely on any one or more of the Exemptions on a case by-case basis. The Library may revise this Policy to ensure that the Library remains in compliance with CASL.

Electronic Addresses

1. No Person shall collect an Electronic Address for the purposes of sending Electronic Messages to the Person who owns that Electronic Address on behalf of the Library, without having first obtained the consent of that Person.
2. All electronic addresses, collected by or on behalf of the Library, are entered, stored and managed by the Library in a centralized Customer Relationship Management database (CRM). The CRM connects to the Library's Integrated Library System (ILS) in accordance with the Library's policies and procedures respecting collection of personal information. The library staff member responsible for the library interest groups (book clubs) collect and maintain with express consent email lists.

Electronic Messages

1. No CEM by or on behalf of the Library, in the course of carrying on the Library's activities, are sent unless the recipient of the CEM has provided his or her Express Consent or Implied Consent to receive CEM from the Library (as particularly prescribed at Parts V and VII of this Policy).
2. CEM, by or on behalf of the Library, in the course of carrying on the Library's activities, are sent to Electronic Addresses entered into the CRM, or are collected by express consent by members of a library interest group.
3. All CEM sent by or on behalf of the Library in the course of carrying on the library's activities must include the following information: a) the Library's name and mailing address; b) the Library's email address / telephone number / website; and c) the Library's unsubscribe mechanism, as prescribed at Part 5 herein.
4. CEM sent between employees of the Library and/or from employees of the Library to employees of other libraries, shall concern the activities of the Library.
5. When an employee sends a CEM to another employee, or to an employee of another library, the sending employee must use his/her personal electronic address and not an electronic address owned by the Library to send the CEM; and, get the express consent of the recipient employee prior to sending the CEM.

Express Consent

1. The Library obtains Express Consent from all Persons to whom it sends CEMs, at all reasonable opportunities.
2. Express Consents provided to the Library are entered into the Library's CRM in accordance with the Library's procedures, and shall specify: a) the date and time the Express Consent was given; b) the types of CEM the Person has consented to; and c) the manner in which the Express Consent was given.
3. All requests for Express Consent made by or on behalf of the Library in writing (whether electronic or in hard copy format), must include the following:
 - a) a request that the recipient consent to receive CEM from the Library;
 - b) the purpose for which the consent is being sought (e.g., for receiving CEMs; for installing a particular Computer Program);
 - c) the Library's name and mailing address;
 - d) the Library's email address / telephone number and/or website; and
 - e) a statement that consent may be withdrawn at any time

4. Express Consent is not solicited, by or on behalf of the Library, by sending an Electronic Message to an Electronic Address, unless the Library has Implied Consent from the Person to whom the Electronic Message is being sent.
5. Pre-checked boxes will not be included in all requests for Express Consent made in writing.
6. All requests for Express Consent, made by or on behalf of the Library orally, follow the following procedure:
 - a) The person requesting the consent discloses to the Person that the consent is sought on behalf of the Library; the purpose for which the consent is being sought (e.g., for receiving CEMs; the Library's mailing address; the Library's email address / telephone number and/or website; and, that the Person may withdraw the consent at any time
 - b) Only email addresses authorized verbally or in writing by a Person are entered into the ILS
 - c) Details of the Express Consent are noted in the member's record in the ILS, including the purpose for which consent is being sought, the date consent is obtained/renewed (annually), and the initials of the staff member who obtained the consent.
7. Any individual who gets Express Consent on behalf of the Library enters the Express Consent into the CRM within three business days of receiving the Express Consent, or as soon as is reasonably possible, in accordance with the Library's procedures.

Implied Consent

1. The Library has Implied Consent to send CEM to the following:
 - a) Persons who are current, active cardholders of the Library;
 - b) Persons who were cardholders of the Library but who ceased to be cardholders in the 24 months preceding the date of the sending of the CEM;
 - c) Persons who entered into a financial transaction with the Library in the 24 months preceding the date of the sending of the CEM;
 - d) Persons who donated to the Library in the 24 months preceding the sending of the CEM;
 - e) Persons who volunteered for the Library in the 24 months preceding the date of

the sending of the CEM

2. For the purposes of this section, the following terms have the following meaning: “Transition Cardholders”: means persons: a) who were cardholders of the Library prior to July 1, 2014; b) who ceased to be cardholders of the Library prior to July 1, 2014; and c) to whom the Library has sent EMs prior to July 1, 2014.
3. Prior to July 1, 2017, the Library has Implied Consent to send CEM to Transition Cardholders, in the course of carrying out Library activities.
4. After July 1, 2017, no CEMs will be sent to Transition Cardholders by or on behalf of the Library in the course of carrying out Library activities, unless:
 - a) There is Implied Consent to send those Persons CEM and/or
 - b) There is Express Consent to send those Persons CEM.

Unsubscribe Function

1. All CEMs sent by or on behalf of the Library in the course of carrying out Library activities shall include a mechanism by which the Person receiving the CEM may unsubscribe (i.e., opt-out) from receiving Electronic Messages from the Library (the “Unsubscribe Mechanism”).
2. The Unsubscribe Mechanism shall be prominently displayed in the body of all CEM sent by or on behalf of the Library.
3. All requests to Unsubscribe shall be acted upon by the individual who receives the request or, if unable to personally respond, the request shall be communicated by the individual who receives the request to Mississauga Library within three business days of the receipt of the unsubscribe request.
4. All requests to unsubscribe are entered into the Library’s CRM by the staff member who receives the request, or if unable, to info.library@mississauga.ca within three business days of being notified of the request, in accordance with the Library’s procedures (appropriate note in the member record, dated and initialled).
5. No CEM, by or on behalf the Library, are sent to any Person who made a request to Unsubscribe.

Third Parties

1. For the purposes of Part Eight of this Policy, the following terms have the following meaning: “Third Party” - means a Person who is not a director, officer or employee of the Library, who sends CEMs that promote, advertise, market, or otherwise encourage participation in the Library’s activities.

2. The Library requires that all Third Parties have Express Consent to receive CEMs from the Library, from the Persons to whom the CEM are sent, prior to the sending the CEMs.
3. The Library shall not be held liable for any, and all, CEM sent by Third Parties that are not sent in compliance with this Policy.
4. All Third Parties agree to defend, indemnify and hold harmless the Library and its directors, officers, employees, agents and trustees from and against any and all complaints, claims, actions or demands resulting from, and/or arising out of, the Third Parties' breach of this Policy, including, but not limited to, for any and all regulatory proceedings, warrants, preservation demands, disclosure requests, compliance notices, administrative monetary penalties, fines, damages, injunctive relief, class actions, legal fees, expert fees and disbursements
5. At its sole and absolute discretion, the Library may, from time to time, enter into agreements and/or arrangements with Third Parties that Mississauga Public Library Board may not necessarily be in compliance with this Policy, but which ensure the Library's compliance with CASL.
6. Notwithstanding anything in this Policy, at its sole and absolute discretion, the Library may rely on one or more of the Exemptions for CEM sent by Third Parties. A determination of whether a particular CEM sent by a Third Party is subject to an Exemption will be made by the Library on a case-by-case basis.

Computer Programs

1. In the course of conducting Library activities, no Person shall cause a Computer Program to be installed on a Computer System, unless that Person first obtains the Express Consent of the owner or authorized user of the Computer System to install the Computer Program, on behalf of the Library
2. There is no requirement to obtain Express Consent to install the following Computer Program on behalf of the Library: a) A cookie; b) HTML code; c) Java Script; and d) an operating system.
3. When seeking Express Consent to install a Computer Program on behalf of the Library, the Person seeking the consent shall disclose to the Person from whom consent is being sought, clearly and simply, the function and purpose of the Computer Program being installed.
4. For the purposes of this Part, the following terms have the following meaning:
"Special Functions" means a Computer Program that intends to cause the following functions, contrary to the reasonable expectations of the user / owner of the Computer System:

- a) collecting personal information stored on the Computer System;
 - b) interfering with the owner's or an authorized user's control of the Computer System;
 - c) changing or interfering with settings, preferences or commands already installed or stored on the Computer System without the knowledge of the owner or an authorized user of the Computer System;
 - d) changing or interfering with data that is stored on the Computer System in a manner that obstructs, interrupts or interferes with lawful access to or use of that data by the owner or an authorized user of the Computer System;
 - e) causing the computer system to communicate with another Computer System, or other device, without the authorization of the owner or an authorized user of the computer system; f) installing a Computer Program that may be activated by a third party without the knowledge of the owner or an authorized user of the Computer System.
5. If the Computer Program being installed on behalf of the Library is intended to perform a Special Function(s), the Person seeking consent on behalf of the Library, must, prominently, clearly, simply, and separate and apart from any other requests for consent, describe the Special Function(s), including their nature and purpose and their impact on the operation of the Computer System.

Use of the Library's Computers and Internet Connection

1. Any Person who uses: a) a Computer System owned, operated and/or controlled by the Library; and/or b) an Internet connection owned, controlled and/or provided by the Library (including any wireless connection), must carry out his or her activities in a manner that is compliant with CASL.
2. Any Person who contravenes this Part shall defend, indemnify and hold harmless the Library and its directors, officers, employees, agents and trustees, from and against any and all complaints, claims, actions or demands resulting from, and/or arising out of, that Person's actions, including, but not limited to, for any and all regulatory proceedings, warrants, preservation demands, disclosure requests, compliance notices, administrative monetary penalties, fines, damages, injunctive relief, class actions, legal fees, expert fees and disbursements.

Training

1. Within 90 days of the implementation of this Policy, the Library's directors, officers, employees and volunteers are required to attend a mandatory training on this Policy (the "Training").
2. The Training prepared, conducted and tracked by the Director.
3. New Hire Training: all new directors, officers, employees and volunteers of the Library shall be required to attend the Training, within 90 days of joining the Library and/or becoming a volunteer for the Library.
4. Refresher Training conducted every 48 months, for Board and staff.

Audit

1. Once every 12 months, the Library shall conduct an audit of its electronic communication practices, to ensure compliance with this Policy (the "Audit"). The Audit conducted and managed by the Community Development Officer.
2. The Library may from time to time conduct an audit of its electronic communication practices to ensure compliance with this Policy (the "Random Audit").
3. In the event the Annual or Random Audit discloses discrepancies between this Policy and the Library's communication practices, such discrepancies shall be addressed by the Library to ensure compliance with the Policy, as soon as is reasonably possible.



**COMMUNITY SERVICES DEPARTMENT
STANDARD OPERATING PROCEDURE
All Divisions**

Standard #: ADM-076
Keeper of the Standard: Marketing
Last Reviewed Date:
Effective Date: 2018-10-26
Supersedes:

Canadian Anti-Spam Legislation (CASL)

Purpose of Standard	To ensure staff understand expectations when using the City's channels, platforms, connectivity and equipment for sending and accessing Commercial Electronic Messages (CEM) and/or data.
Standard	<p>Canadian Anti-Spam Legislation (CASL) regulates electronic communications for commercial purposes. It is prohibited to send a CEM unless the person to whom the message is sent has consented to receiving it.</p> <p>Consent is classified as either express or implied:</p> <ul style="list-style-type: none"> ○ Consent is implied if: an existing business relationship or an existing non-business relationship exists. ○ Express consent exists where the individual has opted into receiving communication to encourage participation in commercial activity. <p>Criteria for sending an electronic message promoting or advertising the city and its programs, services and initiatives:</p> <ol style="list-style-type: none"> 1. A subject line that contains clear and related information to the message. 2. The message must contain: <ul style="list-style-type: none"> ○ The name of the sender (i.e. City of Mississauga) ○ A mailing address and a method the recipient can use to obtain more information (phone number, email address or website) ○ An unsubscribe function that is clearly and prominently displayed that allows recipients to readily withdraw their consent to receive message. <ul style="list-style-type: none"> ▪ The unsubscribe function must be valid for 60 days. ▪ If unsubscribe is requested by a recipient, it must be processed within 10 business days. <p>Only use a contact list for its intended purpose. If using a mailing/contact list from a closely related City project, the message must include a statement that identifies the reason for the communication with a consent statement and unsubscribe function.</p>

Standard Con't	<ol style="list-style-type: none"> 3. Maintain records in accordance with the Records Retention Schedule By-Law where express or implied consent to receive electronic messages has been obtained. 4. Customer data (i.e. emails and account information) must be secured. 5. Use City templates to send electronic messages that include an automated unsubscribe. 6. Specific approvals may be required in advance of any Commercial Electronic Messages (CEM) being sent. Refer to specific Division procedures for requirements.
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Definitions	<p>“CASL” means Canadian Anti-Spam Legislation.</p> <p>“Commercial Electronic Message” (CEM) means an electronic message that has as its purpose or one of its purposes to encourage participation in a commercial activity. This includes offering, promoting or marketing a service to a Person (with or without expectation of profit). Examples:</p> <ul style="list-style-type: none"> o Emails/texts/IMs promoting the services or programs (paid or unpaid) o Emails/texts/IMs with reminders (i.e. dates) o Emails/texts/IMs inviting customer to events, when a commercial activity may take place (e.g., a service or product is being sold; sponsors are being promoted etc.) o Emails / texts / IMs seeking donations; o E-newsletters promoting the programs or services <p>“Electronic Address (EA)” means an address used in connection with the transmission of an Electronic Message to an email account; instant messaging account; telephone account; social media account or any similar account.</p> <p>“Electronic Message” means any message sent by any means of telecommunication, including email, text, sound, voice or image.</p> <p>“Existing Business Relationship” means where there has been a purchase, barter or contract; or where there has been an inquiry or application in relation to a purchase, barter or contract.</p> <p>“Existing Non-Business Relationship” means where there has been a donation, gift, volunteer work, attendance at a meeting or membership in a club, association or voluntary organization.</p>
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Definitions Con't	<p><i>“Express Consent”</i> means written or oral consent. Written consent is acceptable if it can be verified, which may include: (opt-in) checking a box on a web page, or filling out a consent form to receive electronic messages at the point of purchase or service. If oral, consent may be verifiable by a third party, there is an audio recording of the consent, or the sender keeps a record confirming the date oral consent was provided by the recipient.</p> <p><i>“Implied Consent”</i> means where there is an existing business or non-business relationship, the recipient has disclosed their electronic address to the sender, or the recipient conspicuously published their electronic address.</p>
Legislation or Municipal By-Laws	<p>Canadian Anti-Spam Legislation Act 97-17 Records Retention Schedule By-law</p>
Corporate Policies and Procedures	<p>03-02-08 Freedom of Information and Protection of Privacy 03-05-01 Access To and Acceptable Use of Information Technology Resources 03-05-01a Acceptable Use of IT Resources Guidelines</p>
Related Standard Operating Procedures	<p>BP-03-24 E-Mail Merge (CLASS)</p>
Procedure Recreation/Culture Management System	<p>The following criteria have been approved for communications and the email merge functionality:</p> <p>Community Centre and Customer Service staff may send email communication to customers for the following:</p> <ul style="list-style-type: none"> ○ Class cancellations ○ Pre-course assignments ○ Parent release forms ○ Parent/Participant course information ○ Notification of game cancellations and playoff times ○ PIN information ○ Barcode information ○ Registration information (including Waitlist Notifications)Active Mississauga Account information ○ Non Recreation Program Disruption Notices (e.g. MBEC or Fire programs) ○ Non-supervisory staff must obtain appropriate approval or direction before distribution

<p>Procedure Recreation/Culture Management System continued</p>	<p>Marketing and Business Solutions staff provide communications for the following:</p> <ul style="list-style-type: none"> ○ Evaluations ○ Email newsletters ○ Emergency alerts and urgent messages ○ Surveys ○ Membership renewal notices ○ Notices of Service Disruption (e.g. Class cancellations on a large scale i.e. Community Centre closure, not class cancellation) ○ Email communication request <p>Stages to Deployment of E-mail:</p> <ul style="list-style-type: none"> ● Ensure customers' <i>privacy is top priority</i>. Never let one customer see another's email address (as per the City's IT security policy). Example if sending an email to several registrants, load e-mail addresses into the blind copy (bcc) line of your email. ● Test first by sending an email to an internal or external email test address and have them review the links to ensure they work, are appropriate and secure. ● Once final approval is obtained, deploy to customers and monitor results. <p>Note: Marketing and Business Solutions Web Specialists are available for assistance.</p> <p>Approval of email Communication:</p> <ul style="list-style-type: none"> ● All site-specific course communications must be approved in writing (email) by the Manager before final distribution. ● All evaluations, e-Alerts, e-Surveys and notice of service disruptions must be approved by the Divisions Marketing Unit before final deployment. ● All e-Newsletters' must be approved by the appropriate Director or designate before final deployment.
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<p>Procedure Library Division</p>	<p>Library staff may send email communication to customers for the following:</p> <ul style="list-style-type: none"> ○ Program registration reminder ○ Program disruption or cancellation notice ○ Communications to schools/teachers regarding library programming and services (when expressed consent is provided by the school) ○ Response to Library inquiries
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<p>Procedure Library Division continued</p>	<ul style="list-style-type: none"> ○ Account related information (e.g. mismatched item and customer cannot be reached by phone, ILLO) ○ Proof of payment for CNT phone payments <p>Library Social Engagement staff provide communications for the following for those who have expressed consent:</p> <ul style="list-style-type: none"> ○ Email newsletters ○ Surveys and evaluations <p>Stages to Deployment of E-mail:</p> <ul style="list-style-type: none"> ● Ensure customers' <i>privacy is top priority</i>. Never let one customer see another's email address (as per the City's IT security policy). Example if sending an email to several registrants, load e-mail addresses into the blind copy (bcc) line of your email. ● Test first by sending an email to an internal or external email test address and review the links to ensure they work, are appropriate and secure. <p>Approval of email Communication:</p> <ul style="list-style-type: none"> ● All site-specific program communications must be approved in writing (email) by the Branch Manager before final distribution. ● All e-Newsletters, evaluations, e-Alerts, e-Surveys and notice of service disruptions must be approved by the Social Engagement unit before final deployment. <p>Upon registration, library card holders provide implied consent to communications regarding matters relating directly to their account and emergency alerts and urgent messages</p>
<p>Procedure Third Party Email Marketers</p>	<ul style="list-style-type: none"> ● Designated Marketing Staff are responsible for working with third party Email Marketers for promoting services offered by the Department (i.e. Golf; Tix Hub) ● Marketing Staff may retain e-mail addresses and contact names on their "J drive" due to transfer and validating information with the e-mail marketing company. ● J Drives must remain secured by individual user sign on and staff are responsible for the security and use of their individual passwords. (i.e. passwords must not be shared; passwords must not be written on a piece of paper; passwords must be hidden from the view of others when logging on to a system; staff should log off or lock their PC whenever they leave a workstation, even for a few minutes).

Communication	<ul style="list-style-type: none"> The respective Marketing Teams within each Division will communicate CASL requirements.
Compliance	<p>Manager, Marketing (or like position) is responsible for reviewing on a quarterly basis a random sample of electronic communications to validate:</p> <ul style="list-style-type: none"> Electronic messages have an unsubscribe mechanism Unsubscribe requests, where appropriate are being managed Mailing/contact lists are up-to-date and lists are being used for the reason they were intended Contact lists are in a secured database, with restricted access
Tools and Resources	N/A
Training Requirements	N/A
Central File/Records Management	All documents will be maintained on site for 2 years and in accordance with the Records Retention Schedule By Law.
Reference	<p>2019-08-14: Updated to include Library Division, approved by LLT 2018-10-26: Approved by CMS Senior Management</p>

City of Mississauga
Library Board Report



Date: September 9, 2019
To: Mississauga Public Library Board
From: Lori Kelly, Director Library

Agenda 4.1

Meeting date:
September 18, 2019

Subject

Review of Executive Limitations Policies A1-A12

Recommendation

That the report dated September 9, 2019 entitled “*Review of Executive Limitations Policies A1-A12*” from the Director, Library be approved.

Background

There are currently 12 policies governing the executive limitations of the Chief Executive Officer (CEO). The policies cover those areas of operation assigned by the Mississauga Public Library Board (Board) to the CEO. The policies are designed to articulate the Board’s checks and balances for the CEO consistent with the tenets of the Carver Model of Board Governance, and to monitor that the CEO is adhering to them. Current Executive Limitations policies can be found by following this [link](#). Compliance to the policies is reviewed bi-annually and was last reviewed on January 19, 2019.

Comments

The need for effective executive limitations is the backbone of the Carver Model of Board Governance. The satisfactory performance of the Library and its CEO year after year indicate that these policies are working effectively and are compatible with the expectations of the City of Mississauga (City).

Following a review of the Executive Limitations policies, it is concluded that the CEO has complied with all current policies. A detailed assessment of the CEO's compliance can be found in Appendix 1: Review of Executive Limitations Policies September 2019.

Financial Impact

There is no financial impact as a result of this report.

Conclusion

There are currently 12 policies governing the executive limitations of the CEO. The policies under the Executive Limitations heading are designed to articulate the Board's checks and balances for the CEO consistent with the tenets of the Carver Model of Board Governance, and to monitor that the CEO is adhering to them. If warranted, the Executive Limitations policies can be amended to further limit or increase the responsibilities of the CEO. As there have been no issues in recent times, the present policies are considered effective.

Attachment

Appendix 1: Review of Executive Limitations Policies September 2019

Lori Kelly

Director, Library

Review of Executive Limitations Policies September 2019

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A1. Communication and Counsel to the Board	The CEO shall ensure that the Board remains informed, supported in its work, and compliant with legal or fiscal obligations.	<ul style="list-style-type: none"> • Monthly Board meetings ensure the CEO provides information and counsel to the Board • Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development • Board Ends Quarterly Review (June and September 2019) • Monthly KPI review as per Board approved schedule • Information on key milestones provided to the Board between meetings e.g. Library participation in city wide digital signs (April 2019), launch of website (June 2019), launch of collective bargaining (July 2019), release of RFEI (September 2019) • Count Week Report (January 2019) 	Yes
A2. Protection of Services	The CEO shall protect the services delivered by the Mississauga Library System to its residents.	<ul style="list-style-type: none"> • Monthly CEO report includes Government Updates, Organizational Changes, System Highlights and Staff Development • Future Directions Master Plan approved (January 2019) • Fees and Fines approved (May 2019) • Audited Financial Statement approved by Board (June 2019) • Collections Trends Report (February 2019) • Utilization Report (February, April and September 2019) • Acquisitions Audit received by Audit Committee (May 2019) with five administrative changes required 	Yes

Review of Executive Limitations Policies September 2019

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A3. Treatment of Customers	With respect to interactions with customers, or those applying to be customers, the CEO shall ensure that conditions, procedures, or decisions are safe, dignified, unobtrusive, or provide appropriate confidentiality and privacy.	<ul style="list-style-type: none"> • Procedures for the retrieval and storage of personal information thoughtfully and responsibly developed and regularly reviewed for both intent and application • Customer Use policy updated (June 2019) • Customer Code of Conduct posted at libraries and on line • Open, accessible customer comment process including new website launched with easily accessible feedback options (June 2019) • Protocol for communicating service disruption to customers updated (August 2019) 	Yes
A4. Staff Treatment	With respect to the treatment of paid and volunteer staff, the CEO shall ensure that conditions are fair, dignified, safe and in compliance of any applicable labour and/or human rights legislation.	<ul style="list-style-type: none"> • Policies, practices and training in place and routinely reviewed with Human Resources • Employee Engagement Survey Action Plans in progress (to be completed December 2019) • Grievance procedure outlined in Collective Agreement and followed with support from Human Resources (Three grievances received to date; one is active, one has been withdrawn by the Union and one has been settled) • Collective bargaining workshop held with bargaining teams (June 2019) • Relationship building workshop scheduled for September 2019 with Union Executive • Monthly and mid-monthly meetings held with Union Executive • Two employee orientation sessions hosted with Union Executive (April and July 2019) • Annual Learning Plan in development consistent with recommendations in Future Directions 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A5. Staff Conduct	The CEO shall ensure that conditions of employment spell out the expectations for employee behaviour and enforce these expectations in a fair and due process manner.	<ul style="list-style-type: none"> • Policies, practices and training in place and routinely reviewed with Human Resources • Regular performance appraisals completed to describe and evaluate expectations 	Yes
A6. Financial Planning/Budgeting	Budgets for any fiscal year or the remaining part of any fiscal year shall conform materially to Board Ends priorities, the requirements of the Public Libraries Act, and not risk fiscal jeopardy. Budgets are accordingly set in relation to approved Library Board multi-year plans.	<ul style="list-style-type: none"> • Compliance with all City of Mississauga (City) requirements to develop cost estimates and properly reflect the priorities and the expectations of the Board through operating and capital budgets • Monthly monitoring of budget and on-line accounting providing systematic and timely reporting for all managers of expenditures and revenues • Capital project monitoring for some Library projects e.g. construction, information technology, completed by project leads in Facilities and Property Management and Information Technology • Budget, Business Plan and Financial Statement report to the Board (April, May, June and September 2019) 	Yes
A7. Financial Condition	With respect to the actual, ongoing financial condition and activities of the organization, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies and under the <i>Public Libraries Act</i> .	<ul style="list-style-type: none"> • Full compliance with City financial practices • Financial operations are fully integrated within the City's ensuring proper fiscal performance including preventing over expenditures or over commitment. The associated processes required by City practice similarly ensure timelines, comprehensiveness and legal compliance. • Quarterly reviews of budget performance are routinely conducted over the year by Library staff • Regular standardized reporting is in place to provide assurance and/or identify corrections 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A8. Emergency Executive Succession	In order to protect the Board from sudden loss of chief executive services, the CEO shall have two other executives familiar with Board and chief executive issues and processes.	<ul style="list-style-type: none"> • Four members of Library Leadership Team are kept familiar with the duties and obligations of the CEO's position and of the organization through bi-weekly team meetings and individual bi-weekly update meetings • Monthly Extended Library Leadership Team meetings ensure full and timely awareness of all key issues • Regular practice of implementing acting managers for absent Director and all managers 	Yes
A9. Protection of Privacy	In order to protect the privacy of users, the CEO as Head of Privacy shall comply with legislation requiring the establishment and adherence to a retention schedule for personal information that is collected for the purpose of registering customers, and to ensure the public's awareness of the schedule.	<ul style="list-style-type: none"> • Procedures in place with assistance from Legal Services and Legislative Services covering the collection and retention of personal information in the Library • Procedures are regularly reviewed with staff and monitored by managers in accordance with corporate practices • Electronic data on customers are likewise treated responsibly under City policies and practices • No privacy breaches reported to the Information and Privacy Commissioner of Ontario to date • No Freedom of Information requests to date 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A10. Asset Protection	The CEO shall ensure that assets are protected, adequately maintained and kept safe.	<ul style="list-style-type: none"> • All assets of the Library are routinely evaluated and insured • All products developed by employees for the Library are considered for Library's use by the Library, including modification • Loss, theft and damage are routinely assessed and corrective action taken as warranted complying with the City's guidelines and requirements • Periodically inventories and write offs are completed to update records • Safety of customers and staff is a key operational value addressed through regular staff training, inspections and process review, all consistent with City practices and requirements • Security engagement plan implementation in progress with 10 of 20 actions complete 	Yes
A11. Compensation and Benefits	With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall ensure fiscal integrity and protect public image.	<ul style="list-style-type: none"> • Working in an integrated manner with Human Resources all Library non-union compensation and benefits matters are routinely handled as they are for other City employees • Non-union Library employees' compensation and benefits are linked to City for the comparable group • Benefits changes continue to be made annually and/or as required by new legislation e.g. options for Health Spending Account or Personal Spending Account • Annual performance appraisal process for all employees allows for a merit rating and corresponding pay increase for employees • Job Evaluation targeted for completion by December 2019 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the CEO?
A12. Legal Compliance	<p>With respect to the operational aspects of the Library, the CEO shall:</p> <p>Comply with the requirements of the <i>Public Libraries Act</i> and with the requirements of the Corporation, unless they contravene the <i>Public Libraries Act</i>, the collective agreement, or other direct Board decisions.</p> <p>Raise to the Board and other parties as warranted any identified or potential issues of conflict among legal requirements.</p>	<ul style="list-style-type: none"> • The Library operates in full awareness of the legal requirements of the <i>Public Libraries Act (Act)</i> • Library policies, using the Carver model, are strictly adhered to and reviewed annually • The requirements of employment legislation e.g. Bill 147, Bill 47, Occupational Health and Safety Act, are strictly adhered to with support from Human Resources • The requirements of the Library's collective agreement with its unionized employees are stringently followed 	Yes

City of Mississauga
Library Board Report



Date: September 9, 2019
To: Mississauga Public Library Board
From: Lori Kelly, Director Library

Agenda 4.2

Meeting date:
September 18, 2019

Subject

Review of Board – CEO Linkage Policies C1 to C5

Recommendation

That the report dated September 9, 2019 entitled “*Review of Board – CEO Linkage Policies C1 to C5*” from the Director, Library be approved.

Background

There are currently five policies governing the relationship between the Mississauga Public Library Board (Board) and the Chief Executive Officer (CEO). The policies are designed to ensure that an effective connection exists between the Board and the CEO, consistent with the tenets of the Carver Model of Board Governance, and to monitor that the Board and CEO are adhering to the policies. Current Board- CEO Linkage policies can be found by following this [link](#). Compliance to the policies is reviewed annually and was last reviewed in April 2017. Note, the Board approved deferring the 2018 annual policy review to 2019 as a result of the new CEO being in place for only one month at the time of the scheduled review.

Comments

The need for an effective Board - CEO linkage is critical to the success of the Carver Model of Board Governance. Adherence to the policies by both the Board and the CEO ensures a compliant and effective relationship with a clear understanding of roles and responsibilities. The following chart identifies the policy, purpose, examples to support compliance and an evaluation of compliance for all Board-CEO Linkage policies for the period of January - September 2019.

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the Board and CEO?
C1. Global Governance – Management Connection	The Board's sole official connection to library operations, achievement and conduct will be through a CEO.	<ul style="list-style-type: none"> • The roles of the Board and CEO are clear and consistently observed by both parties • No examples of connections through other staff 	Yes
C2. Unity of Control	Only decisions of the Board are binding on the CEO.	<ul style="list-style-type: none"> • Requests for information or discussion from individual Board members have been authorized by the Board e.g. Procurement discussion with Board member and CEO 	Yes
C3. Accountability of the CEO	The CEO is the Board's only link to operational achievement and conduct, so that authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the CEO.	<ul style="list-style-type: none"> • No examples of instructions given to staff who report directly or indirectly to the CEO • No examples of evaluation given by the Board to staff other than the CEO • Board evaluation of CEO was based on achievement of stated Ends (February 2019) 	Yes

Policy	Purpose	Examples to Support Compliance	Has Compliance Been Demonstrated by the Board and CEO?
C4. Delegation to the CEO	The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.	<ul style="list-style-type: none"> • Annual Key Objectives approved (April 2019) • Customer Use policy approved (June 2019) • CEO Compliance with Executive Limitations confirmed (January and September 2019) 	Yes
C5. Monitoring Executive Performance*	The Board will ensure an on-going performance review process for the CEO that is complimentary with that in use at the City of Mississauga for comparable positions.	<ul style="list-style-type: none"> • A variety of monitoring reports are provided to the Board e.g. Executive Limitations, Board Ends, KPI Reports, Utilization and Trends Report, Financial Review • CEO performance reviewed by Board and shared with Commissioner, Community Services (February 2019) 	Yes

*Note, given the change in 2019 to the City of Mississauga's Performance Development Plan (PDP) a new timeline for evaluation must be approved by the Board. A revised Monitoring Executive Performance policy C5 will be drafted for Board to approve before December 2019 to adjust the timing to be consistent with the PDP timelines.

Following a review of the Board – CEO Linkage policies, it is concluded that the Board and CEO have complied with all current policies. .

Financial Impact

There is no financial impact as a result of this report.

Conclusion

There are currently five policies governing the linkage between the Board and the CEO. The policies under the Board- CEO Linkage are designed to ensure a compliant and effective relationship with a clear understanding of roles and responsibilities consistent with the tenets of the Carver Model of Board Governance, and to monitor that the Board and CEO are adhering to them. If warranted, the Board-CEO Linkage policies can be amended to further articulate the relationship. As there have been changes to the PDP, a revised Monitoring Executive Performance (C5) policy will be brought to the Board for approval.

Lori Kelly

Director, Library

City of Mississauga
Library Board Report



Date: September 18, 2019	Agenda 5.1
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: September 18, 2019

Subject

KPI Report – Multi-talented People Changing Lives

Recommendations

1. That the report entitled “*Multi-talented People Changing Lives*” dated September 18, 2019 from the Director, Library be received.
2. That the Board approves future Key Performance Indicators (KPI) Reports for Multi-talented People Changing Lives to include reporting on job skill development and professional development.

<p>REPORT HIGHLIGHTS:</p> <ul style="list-style-type: none">• KPIs are focussed on participation in job skills development including; customer service skills, social issues and emergency response, LEAN and Staff Conference, and professional development.• Overall, the Library has invested 46.7% more budget dollars on training and development opportunities in 2019 for staff to be more confident and able to serve the needs of customers.• Since 2018, over 62 in-house training sessions have been offered with 488 staff in attendance.• New training opportunities such as those relating to social issues and emergency response are introduced regularly to reflect the changing roles of Library staff.• Training will continue through 2019 and in to 2020 with new offerings to meet the needs staff, the community and the Library.

Background

At the June 2018 Mississauga Public Library Board (Board) meeting, staff presented a dashboard with KPIs aligned to the Board Ends. At the September 2018 Board meeting a schedule of KPIs for review by the Board, including those related to the Board's Ends, was presented and approved. This is the "Multi-talented People Changing Lives" report identified in that schedule. There were no specific metrics endorsed by the Board to be in this report when the KPI was approved in 2018.

In reflecting on the Board Ends and previous Board discussions on the KPIs, the Library Leadership Team (LLT) has included measures for job skills development including; customer service skills, social issues and emergency response, LEAN and Staff Conference, and professional development in this report. It is recommended that going forward; these two categories make up the "Multi-talented People Changing Lives" KPI. LLT may recommend changes to these categories in 2020 with the approval of the Learning Plan to better reflect the objectives in the plan.

Prior to this KPI report, there has been no regular requirement to consistently track all of these statistics and, as a result, some of these statistics have been gathered for the first time. Consequently, trending on some of the statistics was not possible for all the KPIs. In those cases, this report serves as the baseline for future reports and year over year trends will be included and compared in future reports.

Comments

With the changing scope and balance of services and technologies in the Library, staff capacities and roles have also changed. To respond to these changes the Library's Future Directions Master Plan has the strategic priority "Invest in our People". Along with the ongoing changes in the library profession, traditional staff competencies such as literacy and customer service skills continue to expand. As a learning institution, the Library values the continuous development of staff and therefore has invested heavily in training to ensure staff can be successful in supporting the community and changing lives.

To ensure that the Library is investing in its people in a way that both supports job functions and personal growth, the Library categorizes its training and development in two categories; enhancing job skills and professional development. As part of the Future Directions Master Plan recommendation, the Library is developing a Learning Plan to systematically and thoroughly identify, plan, monitor and evaluate both job skills and personal development.

Enhancing Job Skills

Enhancing job skills means ensuring that staff are aware of what their role entails and are properly prepared and trained to do their job to the best of their abilities. Job skills categories are; Customer Service, Social Issues and Emergency Responses, LEAN and Staff Conference.

Customer Service

Library staff are continuously trained and re-trained on skills related to providing service to customers including circulation, Readers’ advisory, reference and programming. These trainings are often conducted by staff who are experts in their respective areas. In addition to trainings, staff compose a Readers’ Advisory Newsletter four times a year to support readers’ advisory practice in the Library.

Since January 2019, 40 in-house trainings relating to job skills have been held with 406 staff in attendance. In comparison to 2018, attendance at circulation and Readers’ advisory training has increased in 2019. This increase demonstrates the growing staff interest and need in developing these skills as they are promoted in to new positions in the Library. As the Learning Plan and annual calendar is prepared this increased demand will be considered in determining the number of trainings that are offered.

Reference and program training data were not tracked prior to 2019, however, going forward, this information will be tracked and reported. Based on 2019 attendance at program training, it is an area of great interest for staff; accounting for 67% of the attendance at in-house library skills training so far this year. Program training is scheduled to continue through 2019 and in to 2020 as new programs and program guidelines are developed to meet staff demand for this area of training.

Job Skills	Description	2018		2019 YTD	
		# of Trainings	# of Attendees	# of Trainings	# of Attendees
Circulation	Customer accounts, checking in/out materials, cash handling	21	74	23	92
Readers’ Advisory	Suggesting titles to customers based on their interests or needs	1	8	1	27
Reference	Conducting a reference interview with customers to understand their information needs	-	-	1	14
Programming	Various trainings related to presenting library programs	-	-	15	273

Social Issues and Emergency Response

With changes in community landscapes and increasing populations, the ability to handle potentially difficult situations is a skill required by all library staff. A variety of training opportunities including Building Blocks for a Healthy Workplace, The Working Mind, Opioid

Awareness, Diversity and Inclusion Fundamentals as well as Personal Safety & Security Awareness have all been introduced to staff to support skill development in this area.

Since late-2017, 48 non-union managers and supervisors have attended Building Blocks for a Healthy Workplace training and The Working Mind leader wellness training; with 108 more unionized supervisory level staff planning to attend in the next 4 months – this represents almost 100% of supervisor level staff receiving this training by the end of 2019. The Working Mind is offered to managers and supervisors and helps with understanding mental health in the workplace what support is available, ultimately providing some skills to enable staff to support each other and their communities. This opportunity was originally just for non-union managers and supervisors but has been opened up to unionized supervisors at the request of the Union Executive.

In 2019, Opioid Awareness Training, which provides the most up to date information on opioid awareness customized for the Library environment, has also been made available to all leaders. This training was launched following a staff suggestion on the Mildea platform where staff showed interest in learning more about opioid use in the community. Leaders are encouraged to attend these information sessions to better understand the issues and debates surrounding opioids. Two sessions have been offered so far in 2019 with 36 staff in attendance, and three more sessions will be offered before the end of the year. Staff have shown great interest in this training, proving a willingness to learn and develop new skills to support the community.

In 2018, all Library staff participated in an online Diversity and Inclusion Fundamentals training to foster healthy environments in the Library. This training was a recommended action from the Diversity and Inclusion Strategy.

A new Personal Safety and Security Awareness (PSSA) training was introduced in 2016 to ensure an understanding of how to effectively handle difficult customers and situations that may arise in the Library. With over 140 staff trained since 2018, the Library aims to have all staff trained on PSSA by 2020 as an initiative in the Security Engagement Action Plan. The Library also has 170 supervisory staff trained in First Aid and staff are regularly provided with additional training to maintain their certification. In September 2019, the Library also opened up opportunities for Library Assistant 3s to attend Emergency First Aid training to learn basic response skills. Together, these trainings help to create a multi-talented workforce of Library staff who are prepared to support the community and each other.

LEAN Training

LEAN is a continuous improvement methodology that focuses on maximizing customer value and minimizing waste. As of August 2019, 124 Library staff received White Belt LEAN training and 164 small improvements have been completed to improve efficiencies in the Library. In addition to this, two staff have completed Yellow Belt training and are in the midst of completing Rapid Improvement initiatives, and three staff have completed Green Belt projects with two more currently in-progress. LEAN improvements have led to over 7,000 hours of freed capacity and over \$300,000 in cost savings and avoidance for the Library since the launch of the

program in 2015. This includes 97 customer service improvements such as reduced waiting times for holds materials which have affected public service in the Library, and 34 environmental improvements.

Staff Conference

The Library hosts a Staff Conference approximately once every two years. These conferences are held over 4 days at Central Library and all library staff are encouraged to attend sessions that are of interest to them. The 2019 Staff Conference offered sessions relating to the future libraries, programming, marketing, diversity and inclusion, community engagement and more. Speakers ranged from industry experts, senior staff from the City of Mississauga, representatives from neighbouring libraries, as well as Library staff themselves. The 2019 conference saw high interest and attendance levels with over 184 staff attending and learning from sessions throughout the week.

Professional Development

The professional development of staff is important for supporting a modern library and keeping pace with the skills required in an ever evolving field of work. Attendance at conferences, seminars and workshops is encouraged in order to have staff learn from other library peers and systems, and bring innovative, new ideas to the Library.

Through the 2019 budget process the Library increased investment in staff development by 46.7% from 2018. This has allowed for greater staff attendance at conferences, seminars and workshops. For the Ontario Library Association's Super Conference, Canada's largest continuing education event in librarianship, the Library was able to send 56 staff in 2019, in comparison to 44 staff in 2018; a 27% increase. The Library has committed to continue to grow the number of staff it sends to the Super Conference in 2020 and beyond. Staff attendance at seminars and workshops such as RA in a Day, the Child and Youth Expo, and Library as a Place was also supported for staff had an interest in attending.

The Library also supports the educational pursuits of staff through tuition reimbursements. Since 2018, nine staff members were provided with support to attend continuing education programs related to their work in libraries. This support serves as a long term investment in the future of the Library by developing staff knowledge and preparing them for potential future roles in the Library, and the Library will continue to provide support for the educational development of staff in future years.

The Library, through subscription to the Educational Institute, also offers staff access to professional development webinars. Each year, an average of 78 professional webinars are streamed and then shared with all staff for viewing at their convenience. The yearly subscription cost is \$1,130 and approximately 151 staff have accessed these webinars for professional development from December 2018 to September 2019. Webinar topics include accessibility, the future of libraries, programming, technology, data management and more. The subscription to the Educational Institute will be reviewed in November 2019 to decide if there is sufficient

demand among Library staff for these webinars.

Financial Impact

There is no financial impact as a result of this report.

Conclusion

The “Multi-talented People Changing Lives” report is one of eight KPI reports provided to the Board annually. The report provides data, analysis and business impacts of the training opportunities provided to staff to allow them to develop the talents needed to support community members and change lives. The Library has been able to increase investment in staff training in 2019 by 46.7%, allowing for more staff development. This investment also supports the Library’s Future Directions Strategic Priority “To Invest in our People” through ongoing training opportunities. New methods of supporting multi-talented staff are consistently being considered and implemented, with new trainings such in areas such as customer service and staff resilience being introduced through the end of 2019 and in to 2020. Although many of the KPIs in this report are being presented for the first time, the Library will enhance tracking of staff training and professional development to better evaluate year over year trends and enrich business decisions.

Lori Kelly
Director, Library

Prepared by: Fawzia Raja, Library Business Consultant

City of Mississauga
Library Board Report



Date: September 6, 2019	Agenda 5.2
To: Mississauga Public Library Board	
From: Lori Kelly, Director, Library	Meeting date: September 18, 2019

Subject

2019 Q2 Utilization Trends and Analysis

Recommendations

1. That the report entitled “*2019 Q2 Utilization Trends and Analysis*” dated September 6, 2019 from the Director, Library be received for information.
2. That the Library Board (Board) endorse the expanded measures for future Utilization Reports.

REPORT HIGHLIGHTS:	<ul style="list-style-type: none">• Physical circulation decreased by 3.6% (from 2.4 million in first half of 2018 to 2.3 million in 2019).• Electronic circulation increased 27.5% in the first two quarters of 2019 driven by Hoopla, RB Digital and OverDrive.• The new website was visited 8.1% more than the old website was in 2018 during the same period.• There were 2.2% more visits in January to June 2019 compared to the same time frame in 2018.• When adding up all Library utilization metrics represented in this report, there were more than 500,000 interactions with the Library from as of Q2 2019 versus 2018.
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Background

At the September 2018 Board meeting a schedule of Key Performance Indicator (KPI) reports were presented for review by the Board including those related to the Board’s Ends. This report is the Q2 Utilization Report identified in that schedule. This report provides analysis of all

data related metrics currently available and compares them to the same periods in the previous year. Previously, Utilization Reports to the Board (December 2018, February 2019 and April 2019) only focused on Circulation, Foot Traffic and Card Holder trends. These metrics, although very important, represent only a small picture of what the Library provides and what can be reported on now that the Library has a dedicated Data Analyst and a more extensive KPI program. The measures below represent a more modern and comprehensive approach to measuring utilization and trends and are recommended as the measures for future Utilization Reports to the Board.

The table below shows utilization metrics for Q2 2019 compared to the same period last year.

Utilization Metric	2018 (Jan – Jun)	2019 (Jan – Jun)	2018 - 2019 % Change
Collection Size	1,063,576	1,096,947	3.1%
Physical Circulation	2,418,239	2,331,025	-3.6%
Electronic Circulation	488,414	622,488	27.5%
Catalogue Users	637,057	644,108	1.1%
Foot Traffic	2,190,668	2,238,267	2.2%
Programs	3,872	3,565	-7.9%
Program Attendees	74,523	65,785	-11.7%
Registered Card Holders	504,028	533,471	5.8%
Request A Computer Sessions	282,812	259,949	-8.1%
Virtual services (total)	915,040	1,077,413	17.7%
Database Searches	68,504	67,898	-0.9%
Website Visits	358,122	387,027	8.1%
In-branch services (total)	8,933,935	8,852,898	-0.9%
Print Material Circulation	1,759,160	1,679,781	-4.5%
TOTAL USAGE	9,484,975	9,930,311	0.8%

Comments

Physical Circulation and Catalogue

Physical circulation is down 3.6% year over year. This is offset by a 27.5% increase in the use of eResources, predominantly driven by the usage increased OverDrive (20.8%) and Hoopla¹. Total circulation increased by approximately 45,000 to date year over year reinforcing the demand for library services in Mississauga. With approximately 645,000 catalogue users in 2019 year to date (YTD), that represents approximately 4 materials per catalogue visit per customer, which is in line with previous years. It's important to note that print material circulation which is a subset of physical circulation has reduced by 4.5% year over year, which negatively outpaces the other aspects of circulation and points to a demand for non-print materials such as DVDs, video games, and hot spots.

¹ Hoopla launched in mid-2018 and continues to set increasing trend since launch.

Foot Traffic

On average, the Library sees approximately 360,000 visits a month. Approximately 2.2 million people visited the library as of Q2 2019, an increase of 2.2% compared to the first six months of 2018. This increase in foot traffic is a positive sign showing growth of library usage and sets Mississauga apart from comparator libraries who are experiencing, on average, a 4.5% decrease in foot traffic.

Programming

The number of programs offered YTD in 2019 is approximately 300 less than the same time last year. In concert, the number of program attendees has reduced by about 8,700 people. There are two explanations for this downturn:

1. The nomenclature and information gathering methodologies for programming statistics has evolved since the introduction of the Program Development and Training Center of Excellence in 2017. As part of this new team's mandate definitions and information gathering has been reviewed and revised for better accuracy, consistency and ease of reporting. In the past, some events that would have been declared programs have been changed so they are no longer included in tracking e.g. lectures, seminars, to better define what a program is and for consistency in reporting across comparator libraries. In addition, the number of attendees for some of the Library's larger programs was previously counted using the gate counter statistics for the day. A more accurate method of counting customers specifically attending the programs is now being used. These revised nomenclatures and information gathering methodologies will serve as the baseline going forward and future trend analysis will be compared to this baseline.
2. To a lesser extent, vacancy levels in 2019 for program staff across the system have made it challenging to consistently offer programs. There are solutions that are being implemented to assist with this issue, including the Floater Pilot project as well as ongoing discussions about recruitment solutions.

Library Cardholders

Since December 2018, the number of total Library customers has been increased by 2.5%. Interestingly, the active cardholders in same period have fallen by 1.4% from 211,100 active users in December to 210,404 users in June 2019. Comparator libraries are seeing annual declines in active cardholders of approximately 2%. The analysis reveals that the total number of users is increasing every year but the active users are dropping, which could indicate that although the Library is attracting new users to get library cards, the number of existing users who are remaining active is dropping by an amount that is larger than the number of new Library users.

	Active Cardholders	Registered Cardholders	% of Active Users
Quarter 1 – 2019	211,100	526,514	40.1%
Quarter 2 – 2019	210,404	533,471	39.4%
Quarter 2 – 2018	210,483	504,028	42.3%
Quarter 2 – 2019	210,404	533,471	39.7%

Complicating this trend is the fact that not all library activity is captured as an “active use” in the Library’s database. As the Library’s usage patterns are changing new data is not currently captured for different kinds of statistic use, including program registration and the use of some electronic databases that are not authenticated through the central system. The Library will move to ensure consistency by changing its operational processes to ensure program registration is tied to usage counts through the online program registration project in 2019/20 as well as look at single sign on options which will consistently authenticate and capture statistics on all electronic resource usage.

Another opportunity to address this declining trend will be to build library awareness through the Communication and Marketing Plan currently being developed in partnership with Strategic Communications. Initiatives in the Plan will be focused on increasing library cardholders as well as active users.

Request a Computer (RAC)

The number of RAC sessions is down by 8% from the same time in 2018. Libraries across Canada are showing small decreases in PC utilization with the high concentration of personal wireless devices. The high concentration of personal devices and the introduction to portable devices for in-library use (Chromebooks) has shifted some use from the PCs to the use of wi-fi services to connect their personal devices. In addition, the upgrade of the computer reservation system led to some short-term availability issues which will have decreased availability during the project implementation. These have now been rectified.

Virtual Services

Virtual services at the Library are tracked using three categories; electronic circulation, database searches and website visits. The only category not showing significant usage increase from Q2 2018 is database searches which has remained stable. Electronic Circulation has gone up an outstanding 27%. Website visits have gone up by 8% year-over-year which is reasonably attributed to the launch of the Library’s new website in June. Future reports will monitor website visits from June to September to confirm that the new website and the hard work of the Library’s Social Engagement team has successfully driven approximately 40,000 more website visits than in 2018.

Conclusion

The Utilization report is one of eight KPI reports provided to the Board annually. The Library is seeing shifts in the expectations of customers as well as how they use the offerings that are available. The report shows a steady use of physical resources and a strong increasing trend in the use of electronic resources when comparing June 2019 and June 2018. Foot traffic and website visits are trending up year over year which indicates where the Library is providing high demand services. The Utilization Report and data provides the Board and the Library with information to make business decisions to enhance the experience for customers.

Lori Kelly
Director, Library

*Prepared by:
Mike Menary, MBA Manager Planning, Development and Analysis*

City of Mississauga
Library Board Report



Date: September 9, 2019	Agenda 6.1
To: Mississauga Public Library Board	
From: Lori Kelly, Director Library	Meeting date: September 18, 2019

Subject

Library Board Ends – Third Quarter Review 2019

Recommendation

That the report entitled “*Library Board Ends – Third Quarter Review 2019*” dated September 9, 2019 from the Director, Library be received for information.

Comments

Consistent with the Roles and Responsibilities policy (B10) the CEO is responsible each year for proposing annual objectives with input from the Commissioner, Community Services. The Mississauga Public Library Board (Board) is responsible for setting annual objectives and evaluating performance against those objectives.

In April 2019 the Board approved one set of annual key objectives. These objectives are driven from the Board Ends and remain consistent with Future Directions and Community Services Department initiatives. The objectives serve both customers and staff in advancing the Library’s Mission to provide services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

This report provides the Board with an update on the progress on Board Ends for the 2018-2022 term. The updates are attached in Appendix 1: Library Board Ends: Third Quarter Review 2019. Highlights from the third quarter achievements include:

We know and engage with our community:

- The plan to raise the community’s awareness of what the Library offers to enhance engagement and library usage has been drafted in partnership with Strategic Communications. The plan is schedule to come to the Board in Fall 2019.

Recognized as a key learning institution:

- The Makerspace line of business plan has been drafted and will be reviewed by Library staff including managers and the Library Leadership Team. The plan addresses the organizational structure, governance, resources, locations and programming for the future of Maker Mississauga.

Inspiring, welcoming and creative space:

- CS&P Architects have been selected to lead the T.L. Kennedy Joint Study with the Peel District School Board. A kick off meeting was held on August 7 for the Steering Committee and a staff visioning session is scheduled for September 13.
- Several initiatives supported by the P. and L. Odette Charitable Foundation are in progress including Tuesday Lunch Program, Laughing Like Crazy and the creation of a Social Work Tool Kit with the Ontario Library Association.

Multi-talented people changing lives:

- Work continues to build the Learning Plan including identifying mandatory, core and developmental learning by position, creating an annual learning calendar and ensuring consistency and coordination in how training is offered to Library staff.
- The updated Performance Appraisal Process for unionized staff is targeted for completion by January 2020.

Access to many resources in many ways:

- The new customer centric, data driven Library website has been launched.

At the June 2019 Board meeting a request was made to review the 2014-2108 Legacy Report for any actions that should be included in the 2019 work plan. The following chart details the advice from the previous Board for consideration by the current Board and the status of that advice:

Advice from Previous Board	How Advice is Addressed in the 2019 Workplan
Continue to spark overall marketing focus activities	<ul style="list-style-type: none"> • Dedicated marketing resource now assigned specifically to the Library • Communications and Marketing plan in development with Strategic Communications. Plan is targeted for Board review Fall 2019. (Key Objective#1)
Continue to recognize diverse human capital opportunity	<ul style="list-style-type: none"> • Continuously taking opportunities to leverage staff and community skills whenever possible e.g. musical instrument lending program leadership, consultation with Knight's Table on food insecurity
Continue to give attention to opportunities to "monetize" latent resources	<ul style="list-style-type: none"> • Formal consideration to be part of the Smart Cities Master Plan
Advice from Previous Board	How Advice is Addressed in the 2019

	Workplan
Continue to improve focus on emerging social networks	<ul style="list-style-type: none"> • Future development of website including upgrade to catalogue will included considerations for increasing social networks (Key Objective#17) • Communications and Marketing plan will focus on continuing to build social networks the Library is already successfully leveraging (Key Objective#1)
Continue to support leadership in prioritizing healthy employee and labour relations	<ul style="list-style-type: none"> • Relationship building initiatives in place with Union Executive • Biannual workshops for managers lead by Human Resources • Employee Engagement Survey Action Plans in progress and to be completed by December 2019 (Key Objective#14) • Team leader feedback provided to Managers and Supervisors through formal process. • New Performance Development Process (PDP) in place for non union staff includes individual development plans for each staff person to focus on specific feedback and development (Key Objective#13) • New Performance Appraisal process being designed for unionized staff (Key Objective#13)

There was additional advice from the previous Board around Board meetings that has been implemented including:

- Continually encouraging all Board members to bring their strengths and interests to Board decisions in order to reflect the community perspective;
- Maintaining the practice of visiting branches for Board meetings to tour the libraries and meet the staff to build an understanding of what the Library offers and how staff deliver service; and
- Continuing the practice of Board evaluation at the conclusion of each Board meeting.

Financial Impact

All current initiatives have been included in the Library’s operating and capital forecasts. Future initiatives will be budget according to the requirements of the Business Planning and Budget process.

Conclusion

The strategic objectives within the Board Ends are moving forward as a result of the good work of the Library Leadership team, Library staff and our Divisional partners.

Attachments

Appendix 1: Library Board Ends: Third Quarter Review 2019

Lori Kelly
Director, Library

Library Board Ends: Third Quarter Review 2019

<p>Board End: We know and engage with our community</p> <p><u>Key Objectives:</u> Develop a public awareness campaign that will highlight the role and importance of libraries in the community Utilize targeted customer behaviour analysis to improve customer experience Develop partnerships which ensure a wide variety of quality programs</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Tell the Library's Story • Enhance the Customer Experience • Revolutionize Service Delivery 			
Annual Key Objective	Board Role	Status as of September 9, 2019	Expected Completion Date
1. Develop a renewed and expanded vision and mission that signals the transformation and modernization of the Library	Develop and approve vision and mission	Board to determine approach to reviewing and developing an expanded vision and mission in Fall 2019/Winter 2020.	TBD
2. Build a plan to raise the community's awareness of what the Library offers to enhance engagement and library usage	Provide input, direction and approval, as appropriate, in the plan and receive updates on progress	Draft plan has been completed in partnership with Strategic Communications. Targeting presentation to the Board in Fall 2019.	December 2019
<p>Board End: We work to recognize the Library as a key learning institution</p> <p><u>Key Objectives:</u> Provide E-Learning opportunities and continued skill development through online resources Develop service that will assist in the use of technology to access resources Increase support and awareness for small business</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Tell the Library's Story • Invest in our People • Invest in Technology to Bridge the Digital Divide 			
Annual Key Objective	Board Role	Status as of September 9, 2019	Expected Completion Date
3. Deliver inaugural Maker Fest! event	Attend event	COMPLETE	May 2019
4. Explore additional online learning offerings including formal certification programs	Receive updates on new online learning offerings	New online learning opportunity in progress and currently under review with Legal Services. Targeting implementation in Fall 2019.	October 2019
5. Build a line of business plan for Makerspaces that includes objectives, resource needs, training and delivery methods to support STEAM learning	Receive updates on progress of business plan	Draft plan has been completed. Commissioner review and approval planned for Fall 2019.	November 2019

Library Board Ends: Third Quarter Review 2019

Board End: We provide inspiring, welcoming and creative spaces Key Objectives: Develop and provide facilities that offer an all-inclusive, safe and friendly environment that inspire learning and creativity Ensure that all prospective redevelopment of library spaces takes into account future community needs Future Directions Master Plan Strategic Priority <ul style="list-style-type: none"> Enhance the Customer Experience Develop 21st Century Facilities 			
Annual Key Objective	Board Role	Status as of September 9, 2019	Expected Completion Date
6. Rescope and build comprehensive plans for Central Library renovation including design and construction plan, communications plan and an alternate service delivery model	Provide input, direction and approval, as appropriate, in the plan and receive updates on progress	Architect to be re-engaged Fall 2019 through Facilities and Property Management and detailed design scheduled to begin in January 2020. Staff engagement sessions scheduled for October 2019. Public engagement sessions planned for Fall 2019.	January 2023
7. Complete an infrastructure study to ensure facilities are properly planned for, maintained and address the needs and expectations of Library customers	Provide input, direction and approval, as appropriate, in the study and receive updates on progress	Study to begin in Fall 2019.	January 2020
8. Complete a feasibility study for South Common Library redevelopment	Receive updates on progress of the feasibility study	COMPLETE	June 2019
9. Complete the joint use study for T.L. Kennedy high school (Cookeville Library)	Receive updates on progress of the study	CS&P Architects selected as lead consultant. Kick off meeting for Steering Committee held on August 7. Project plan in development by consultant and will include milestones/updates for Library Board. Staff visioning session scheduled for September 13.	June 2020
10. Initiate design of Malton Makerspace	Receive updates on progress of the design	Initial design discussions in progress with Facilities and Property Management.	December 2019
11. Deliver approved Open Window Hub programming consistent with the P. and L. Odette Charitable Foundation agreement	Receive updates on progress of programming	Open Window Hub Tuesday Lunch Program launched June 2019. Laughing Like Crazy scheduled to begin in October 2019. Work is ongoing with the Ontario Library Association on the Library Social Work Tool Kit	December 2019

Library Board Ends: Third Quarter Review 2019

<p>Board End: We deliver service with multi-talented people changing lives Key Objectives: Devise and implement programs and services that will allow library staff to become agents of social mobility</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Enhance the Customer Experience • Revolutionize Service Delivery • Invest in our People 			
Annual Key Objective	Board Role	Status as of September 9, 2019	Expected Completion Date
12. Create and implement a learning plan to ensure skills of all Library employees keep pace with literacy, technology, customer health, safety and wellness as well as leadership demands	Receive updates on progress of learning plan	New learning opportunities announced in September 2019 for Emergency First Aid and Leading Change. Dedicated resource from Human Resources assigned to support building a comprehensive learning plan.	December 2019
13. Implement Performance Development Plans (PDP) for non-union staff and review performance appraisal process for unionized staff	Receive updates on progress of PDP and appraisal review process	COMPLETE (for non union staff) Initial discussions on union performance appraisal review completed with next steps to be developed in partnership with Human Resources.	June 2019 (for non union) January 2020
14. Complete Employee Engagement Survey debriefing, develop and implement Action Plans for each business unit	Receive updates on progress of action planning	Debrief and action planning complete. Action plans to be implemented by December 2019.	December 2019
<p>Board End: We provide access to many resources in many ways Key Objectives: Develop and implement a strategy that will enable open access to technology and technology devices for residents, particularly older adults and job-seekers</p> <p>Future Directions Master Plan Strategic Priority</p> <ul style="list-style-type: none"> • Enhance the Customer Experience • Revolutionize Service Delivery • Invest in Technology to Bridge the Digital Divide • Develop 21st Century Facilities 			

Library Board Ends: Third Quarter Review 2019

Annual Key Objective	Board Role	Status as of September 9, 2019	Expected Completion Date
15. Analyze hours of operation at libraries to better serve the needs of the public	Provide input, direction and approval, as appropriate, into the study and receive updates on progress	Review of operating hours completed. Draft recommendations have been reviewed with Commissioner. Leadership Team to approve recommendations on October 3. Targeting Fall 2019 for update to the Board.	November 2019
16. Launch a customer centric, data driven website that provides both services and information to customers	Provide input, direction and approval, as appropriate, into the website design and receive updates on progress	COMPLETE	June 2019
17. Implement technology initiatives to enhance service delivery including: <ul style="list-style-type: none"> • Library catalogue upgrade • Mobile app replacement • Online program registration • Expand hot spot lending at 5 locations • Offer digital library card 	Receive updates on progress of implementation	<p>Project plan received from Information Technology with 2020 completion date identified for catalogue upgrade and mobile app replacement.</p> <p>Online program registration software has been selected. Detailed project plan being prepared.</p> <p>Work is in progress to expand hot spot lending at Burnhamthorpe, Central, Cooksville, Malton and Mississauga Valley libraries.</p> <p>Update provided to Library Board on digital library card in June 2019. Final stages of development and testing for digital library card with expected completion by year end.</p>	<p>Spring 2020</p> <p>September 2020</p> <p>December 2019</p> <p>December 2019</p>

**MISSISSAUGA PUBLIC LIBRARY BOARD
2019 Work Plan**

Month	Executive Limitations	Governance	Board CEO Linkage	Ends	Consent Items
2019					
September	Review of Exec. Limitations Policies (CEO); KPI Update (Multi-Talented People Changing Lives); Utilization Report; DC presentation	Review of Anti-Spam Policy;	Review Board-CEO Linkage Policies (CEO)	Quarterly Report on Ends (LLT);	2 nd Qtr Financial Review
October	Budget Estimates Report; KPI Update(Access to Many Resources in Many Ways) Public Libraries Month	Annual Board Self-Evaluation; Monitoring Executive Performance		Results of the Citizen Satisfaction Survey; Trends Report Collection HQ; CULC Update; Marketing Plan Presentation	
November	KPI(Know & Engage with Our Community)	Review Governance Policies (CEO)		Unattended Child Policy	3 rd Qtr Financial Report
December	Business Plan and Budget			Quarterly Report on Ends (LLT);	
2020					
January	CEO Report (Monthly); Review Exec. Limitations Policies (CEO);				Review Count Week;
February	Utilization Review(for previous year); Review of CEOs Efforts & PMP				Adopt 2020 Budget
March					
April	Utilization Report; Budget Discussion		Annual Key Objectives (CEO);		
May	KPI Update(Recognized as a Key Learning Institution)	Review of Fines & Fees			Review Year-End Financial Report; Review 1st Qtr Financial Report
June	KPI Update(Inspiring, Welcoming & Creative Spaces)	Customer Use Policy		Quarterly Report on Ends (LLT);	Business Plan(included in CEO Report); Approve Audited Financial Statement

Agenda 7.2

Upcoming Events/Meetings with proposed locations & Chair		
Date	Event/Location	Meeting Chair
2019		
September 18, 2019	Staff Appreciation Day BraeBen Golf Course	
September 18, 2019	Board Meeting Streetsville Library	Margot Almond
October 16, 2019	Board Meeting South Common Library	Priscilla Mak
October 18-19, 2019	MCX (Mississauga Comic Expo)	
October 20-26, 2019	Public Libraries Week Flag raising October 21	
October 18, 2019	Canadian Library Worker Day	
November 20, 2019	Board Meeting Meadowvale Library	
December 11, 2019	Board Meeting Lorne Park Library	

Action Items – from June 19, 2019 Library Board Meeting

Agenda Item and Related Follow Up Actions	Status	Updates	Originator	PMR	Resolution
1) Board members to send recommendations to Anne Marie by August 31 for books, movies, music etc. to be included in a Board “recommended list” to share with customers (similar to Summer Reading list distributed at June Board meeting prepared by staff)	Complete			All Board members	
2) Walk through audited financial statements for Board development	To be presented at next review of audited statements in June 2020		V. Otori	M. Menary	
3) Explore the implementation of renewing library cards	To be added to 2020 workplan		V. Otori	J. Stirling	
4) Create infographic on “current” vs. “future” library (2019 vs. 2029) similar to graphic in Smart Cities Master Plan	Active	To be done in December alongside 2019 Annual Report infographic	V. Otori	J. Stirling	
5) Review Legacy Document and how recommendations can be incorporated into annual objectives/ends	Complete	To be reviewed with September work plan update for inclusion in 2019 or 2020 work plan	T. Maraschiello	L. Kelly	